



Purchasing Office - Bureau des achats:

Services Procurement-Instruments Management
Division/Approvisionnement de
services-Gestion des instruments
11 Laurier St. / 11, rue Laurier
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K1A 0S5

CONTRACT - CONTRAT

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

883746117PG0001
MGIS INC.
23 Ballyboy Street
Ottawa
Ontario
K2S2H1
Canada

Title - Sujet TSPS for CBSA's TPPD Projects	
Contract No. - N° du contrat 47419-178445/004/ZQ	Date 2017-07-06
Client Reference No. - N° de référence du client 1000328445	
Requisition No. - N° de la demande 47419-178445	
File No. - N° de dossier 002zq.47419-178445	CCC No./N° CCC - FMS No./N° VME
Financial Code(s) Code(s) financier(s) 1911-000-00 C-00027-01-01-07 8002 GSTHST	GST/HST TPS/TVH <input type="checkbox"/> <input checked="" type="checkbox"/>
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH Included - Inclus	Duty - Droits Included - Inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Address Enquiries to: - Adresser toutes questions à: Lussier, Steven J.	Buyer Id - Id de l'acheteur 002zq
Telephone No. - N° de téléphone (873) 469-4827 ()	FAX No. - N° de FAX (819) 956-2229
Total Estimated Cost - Coût total estimatif \$5,000,000.00	Currency Type - Devise CAD
For the Minister - Pour le Ministre	

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The following clauses and conditions apply to and form part of the contract.

1.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

1.1.1 Task Authorization

- A. Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".
- B. With respect to the Work mentioned under paragraph A of this clause,
 - 1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
 - 2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
 - 3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
 - 4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
 - 5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex E Task Authorization Form. An authorized TA is a completed Annex E signed by the TA Authority.

C. TA Authority and Limit

The CBSA Authority may recommend individual TAs, inclusive of any revisions. CBSA Authority may approve the recommended TAs of which is Limitation of Expenditure up to a limit of \$1,000,000.00, applicable Taxes included. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit, or any revisions to any previously authorized TA the applicable Contract basis of payment of which is firm lot price must be authorized by the PSPC Contracting Authority before issuance to the Contractor.

D. The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) not being exceeded.

E. Multiple contracts

As more than one contract has been awarded for this requirement of Work specified in the Statement of Work, in Annex A, a request to perform a task will be sent in accordance with paragraph F of this clause to the first ranked contractor in the Contractors' order of ranking listed below. In If that contractor confirms in writing that it is unable to perform the task as a result of previous commitments under one or more than one authorized TA, the request to perform a task will be forwarded to the next highest ranked contractor in the Contractors' order of ranking until another contractor in the ranking can perform the task. If no contractor in the ranking can perform the task, Canada reserves the right to acquire the required Work by other means. A contractor in the ranking may advise the Project Authority and the Contracting Authority in

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writing that it is unable to carry out additional tasks as a result of previous commitments under one or more than one authorized TA and no request to perform a task will be sent to that contractor until that contractor has given notice in writing to the Project Authority and the Contracting Authority that it is available to perform additional tasks.

F. Task Authorization (TA) Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex E Task Authorization Form containing as a minimum:

- the task or revised task description of the Work required, including:
 - the details of the activities or revised activities to be performed;
 - a description of the deliverables or revised deliverables to be submitted; and
 - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and
- the Contract method(s) of payment applicable to the task or revised task and, as applicable, the associated schedule of milestones.

G. Within 7 business days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B, to be provided, as applicable, per milestone contained in the Schedule of Milestones; and
3. for each resource proposed by the Contractor for the performance of the Work required who is not identified under the Specific Person (s) clause of the Contract:
 - the name of the proposed resource(s);
 - the resume of the proposed resource(s); and
 - A completed Mandatory and Point Rated Evaluation Grid demonstrating that the proposed resource(s) meet(s):
 - the Contract security requirements;
 - all the mandatory evaluation criteria in Attachment 2 of the Statement of Work; and
 - the required minimum number of points for the point rated technical criteria in Attachment 2 of the Statement of Work.

H. Valid Response to a TA

A valid TA response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the all of the Mandatory Criteria and achieve or exceed the minimum score for the Point Rated Criteria (as per Appendix C to Annex A - Mandatory and Point Rated Evaluation Criteria) of the categories identified in the draft TA.

I. Three (3) Strike Rule

A "strike" is defined as any of the following:

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1. The Contractor does not submit a valid response to a Task Authorization as per G and H above.
2. The Contractor's proposed resource is selected for TA award but is not available to accept the TA within 10 business days of TA Award. (Note: In the event that CBSA takes longer than 15 business days to complete the evaluation and the CBSA security clearance, this will not constitute a strike.)
3. A resource is terminated for cause by the Project Authority for non-performance during the performance of a TA.

In the event that a resource submits notice that they will be leaving the project, the request for the Contractor to submit a suitable replacement within 5 business days as per G above will be treated like a new TA request and will be subject to strike rules 1 and 2 above (i.e. I. bullets 1 and 2).

For every instance identified above for a specific category/level, the Contractor will accumulate a "strike" with respect to that category/level. For greater clarity, only 1 strike can be issued against each TA, which is identifiable by its task number, regardless of how many resources were being requested as part of that TA. When a Contractor is assessed a strike with respect to a TA, then the next ranked Company will be given the opportunity to fill that TA request.

In the event that a contractor accumulates three strikes as defined in the above paragraphs in a category/level in the same quarter, Canada may immediately notify the contractor that they will be suspended from bidding on this category/level for the balance of the current quarter and the following 3 month quarter.

At the end of the following 3 month quarter, the Contractor will be re-instated for that category/level. If, following reinstatement the Contractor accumulates 3 strikes within the quarter immediately following reinstatement, the Contractor may be permanently suspended from that category/level for the remainder of the contract period and any subsequent option periods. If a Contractor is permanently suspended from a category/level, that Contractor will be permanently removed from the ranking for that category/level.

J. Corporate Incentive

In the event that the same Contractor's resource remains in the position for the full term of the TA assignment (for all TAs in excess of a 6 month period), the Contractor will be provided an incentive amount based on the following formula:

Incentive amount = (TA duration (in number of working days) * Learning Period (20%) * Per Diem of the ressource * Productivity Loss (50%)) * Vendor share (50%)

(E.G. A Task Authorization has been issued to a Contractor for a resource having a firm period in excess of 6 months. Should that resource remain in place for the full duration of the TA, the Contractor would be paid a lump sum incentive, the amount to be calculated against the total cost of that resource's TA value at completion of the TA period as per the above formula.)

Please note that when a TA includes multiple resources, all resources must remain in their position for the full term as defined for the respective resources within the TA, in order for the incentive to be paid for that TA.

K. Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.

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2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;
 2nd quarter: July 1 to September 30;
 3rd quarter: October 1 to December 31; and
 4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, then 2, etc:
 - the TA revision number;
 - the date the revision to the task was authorized;
 - the authorized increase or decrease (Applicable Taxes extra);
 - the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
 - the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes included;
- the start and completion date of the task (as last revised, as applicable); and
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

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1.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

1.2.1 General Conditions

2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

The conditions of any contract awarded under this Supply Arrangement will be in accordance with: 2035 (Client enters date) General Conditions - Higher Complexity – Services, with the following replacements:

Section 08 – Replacement of Specific Individuals, of 2035 (Client enters date) General Conditions – Higher Complexity – Services is deleted and replaced with the following:

1. *if the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:*

- a) the name, qualifications and experience of a proposed replacement immediately available for Work; and*
- b) security information on the proposed replacement as specified by Canada, if applicable.*

Any assessment of the information provided will occur as per 2 (b) below.

2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:

- a) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Article titled "Default of the Contractor"; or
- b) assess the information provided under 1 (a) and (b) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in 2 (a) above, or require the Contractor to propose another replacement within five working days' notice.

3. Where an Excusable Delay applies, Canada may require 2 (b) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

4. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority

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does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

5. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

Section 17 - Interest on Overdue Accounts, of 2035 (Client enters date) General Conditions - Higher Complexity - Services - will not apply to payments made by credit cards.

With respect to Section 30 - Termination for Convenience, of 2035 (Client enters date) General Conditions - Higher Complexity - Services, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 04) The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 05) Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination; or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 06) The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

2. Professional Services

- a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described

in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- b) If the Contractor fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the

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Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

3. **Reorganization of Client**

The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

4. **No Responsibility to Pay for Work not performed due to Closure of Government Offices**

- a) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
- b) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

5. **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

6. **Joint Venture Contractor**

Not applicable.

7. **Inspection and Acceptance**

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

8. **Security Requirement**

7.3.1 The following security requirement (SRCL and related clauses) applies and form part of the Contract:

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).

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2. The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex
 - b. Industrial Security Manual (Latest Edition).

9. Additional Security Requirement

Canada Border Services Agency (CBSA) will conduct its own personnel security assessment on the proposed Offeror and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard, irrespective of whether such assessment has already been conducted under any such policies. The security assessment conducted by the CBSA will include a credit check performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian Industrial Security Directorate" (CISD) and the "International Industrial Security Directorate" (IISD).

For each proposed resource, the Offeror must submit a completed signed original TBS 330-23 Form – Personnel Screening Consent and Authorization (<http://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.pdf>).

Until the credit check and all other security screening processes required by this Contract have been completed and the Offeror's personnel is considered suitable by the CBSA, the Offeror personnel shall not commence work on this contract and/or be permitted access to Protected / Classified information or assets, and further, shall not be permitted to enter sites where such information or assets are kept.

10. Term of Contract

10.1 Period of the Contract

The period of the Contract is from date of Contract award and ends two (2) years later.

10.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 3 additional one year period under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

11 Authorities

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11.1 PSPC Contracting Authority

The Contracting Authority for the Contract is:

Name: Steven Lussier
Title: Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Professional Services Procurement Directorate
Address: 11 Laurier Street, Gatineau Québec, K1A 0S5
Telephone: 873-469-4827
E-mail address: steven.j.lussier@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

11.2 Project Authority

The Project Authority for the Contract is:

Name: Jo-Anne Moore
Title: Manager
Organization: Canada Border Services Agency
Address: 355 North River Road, Tower B, 19th Floor, 19001
Telephone: 343-291-5189
E-mail address: Jo-Ann.Moore@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

11.2.1 Contractor's Representative

The Contractor's Representative for the Contract is:

Name:
Title: Director of Professional Services
Phone: 613-435-4182
Fax: 613-822-5916
Email: @mgisinc.ca
Organization: MGIS Inc.
Address: 23 Ballyboy Street, Stittsville, Ontario, K2S 2H1

12 Payment

12.1 Basis of Payment

12.1.1 Authorized TA

Firm Lot Price TA

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When the applicable basis of payment specified in a TA authorized and issued under the Contract is firm lot price, in consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price stipulated in the authorized TA, as determined in accordance with the basis of payment cost elements in Annex B. Customs duties are included and Applicable Taxes are extra.

TA subject to a Limitation of Expenditure

When the basis of payment specified in a TA authorized and issued under the Contract is limitation of expenditure, the Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the basis of payment cost elements, in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

12.2 Canada's Total Liability

Limitation of Expenditure - Cumulative Total of all Task Authorizations

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$5 million, customs duties and the Applicable Taxes are included.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
 - 1. when it is 75 percent committed, or
 - 2. four (4) months before the Contract expiry date, or

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3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required and requested in all authorized TAs, inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1.1, TA subject to a Limitation of Expenditure,

whichever comes first.

- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

13. Method of Payment

The following methods of payment will form part of the authorized TA:

For the Work specified in an authorized subject to a limitation of expenditures and authorized subject firm lot price TA:

Single Payment

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

Milestone Payments - Not subject to holdback

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Task Authorization Form and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment using PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives;
- c. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

14. SACC Manual Clauses

A9117C (2007-11-30) T1204 - Direct Request by Customer Department
 C0305C (2014-06-26) Cost Submission - Limitation of Expenditure or Ceiling Price

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15. Electronic Payment of Invoices - Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. Direct Deposit (Domestic and International);
- b. Electronic Data Interchange (EDI);
- c. Wire Transfer (International Only);
- d. Large Value Transfer System (LVTS) (Over \$25M)

16. Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

17. Invoicing Instructions

17.1 Invoicing Instructions

The Contractor must submit a claim for payment using form PWGSC-TPSGC 1111, Milestone Payment.

Each claim must show:

- a.all information required on form PWGSC-TPSGC 1111;
- b.all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
- c.the description and value of the milestone claimed as detailed in the Contract.

Each claim must be supported by:

- a.a copy of time sheets to support the time claimed;
- b.a copy of the monthly progress report.

Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.

The Contractor must prepare and certify one electronic copy of the claim on form PWGSC-TPSGC 1111, and forward it to:

vendors-fournisseurs@cbsa-asfc.gc.ca

or

Mail
Canada Border Services Agency
NIRU
105 McGill Street, Piece 260-01, 2nd floor
Montreal, QC H2Y 2E7

Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

The Project Authority will then forward one electronic copy of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.

The Contractor must not submit claims until all work identified in the claim is completed.

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18. Certifications and Additional Information

18.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

18.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's website](http://www.esdc.gc.ca/en/jobs/workplace/humanrights/employmentequity/federalcontractorprogram.page?&_ga=1.229006812.1158694905.1413548969#afed) (http://www.esdc.gc.ca/en/jobs/workplace/humanrights/employmentequity/federalcontractorprogram.page?&_ga=1.229006812.1158694905.1413548969#afed). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

19. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

20. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2016-04-04), General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) Annex D), Insurance Requirements;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) Supply Arrangement Number E60ZN-15TSPS (the "Supply Arrangement"); and
- (i) the Contractor's bid dated April 19, 2017.

21. Foreign Nationals

SACC Manual clause A2001C (2006-06-16), Foreign Nationals (Foreign Contractor)
 SACC Manual clause A2000C (2006-06-16), Foreign Nationals (Canadian Contractor)

22. Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

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The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

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ANNEX A

STATEMENT OF WORK

1. TITLE:

Acquisition of Professional Services for the Travellers Project Portfolio Directorate (TPPD) of Canada Border Services for the Delivery and Management of Mission Critical Systems

2. BACKGROUND

Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.

On February 4, 2011, the Prime Minister of Canada and the President of the United States issued a declaration called "Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness", also called the "Declaration". The Declaration established a new long-term partnership built upon a perimeter approach to security and economic competitiveness. This means working together, not just at the border, but also beyond the border to enhance our security and accelerate the legitimate flow of persons, goods and services. Leaders called for the development of a joint action plan to realize this goal.

To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

The Travellers Project Portfolio Directorate (TPPD) is responsible for the delivery and management of 25 mission critical systems to manage the flow of persons and goods at border entry points.

3. REQUIREMENT

The TPPD requires the services of Contractor resources in several resource categories for the implementation of TPPD projects as identified herein. These professional services will be provided under the Task and Solutions Professional Services (TSPS) Supply Arrangement (SA), and will be initiated through Task Authorizations (TAs) on an "as-and-when-requested" basis

4. SCOPE OF WORK

(a) Summary of the Work

The Contractor must provide resources on an "as-and-when requested" basis to deliver new capabilities and service to develop and manage the TPPD's projects such as Primary Inspection Kiosk (PIK), Biometrics Expansion, Entry-Exit, Integrated Advance Passenger Information, Small and Remote Ports of Entry, Immigration Information Sharing and Scenario Based Targeting Projects.

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The detailed tasks for each resource category are described in Appendix A to this Annex A.

(b) Resource Categories

Item	TSPS Category	TSPS RESOURCE CATEGORIES	TSPS EXPERIENCE LEVEL
1.1	3.8	Financial Specialist	Senior and Intermediate
1.2	2.13	Performance Measurement Consultant	Senior and Intermediate
1.3	3.11	Communications Consultant	Senior and Intermediate
1.4	3.10	Technical Writer	Senior and Intermediate
1.5	1.8	Staffing Consultant	Senior and Intermediate
1.6	2.14	Subject Matter Expert (Service Management)	Senior and Intermediate
1.7	2.14	Subject Matter Expert (Project Support)	Senior and Intermediate
1.8	2.6	Change Management Consultant	Senior and Intermediate
1.9	3.1	Project Administrator	Senior, Intermediate and Junior
1.10	3.6	Risk Management Specialist	Senior and Intermediate
1.11	2.1	Business Analyst	Senior and Intermediate
1.12	2.8	Business Architect	Senior
1.13	2.5	Business Process Consultant	Senior and Intermediate
1.14	3.2	Project Manager	Senior and Intermediate
1.15	3.3	Project Leader/Executive	Senior

5. DELIVERABLES

For each TA that is issued against this Contract, the Contractor will be required to provide various Deliverables and other related documents as specified in the respective TA. Deliverables are specified in each individual resource category identified in Appendix A to Annex A.

6. REPORTING AND COMMUNICATION

- (a) The Contractor's representative must meet with the CBSA Project Authority or their representative on a priority basis or as requested to discuss any issues associated with the provision of the required services during the entire period of the Contract. These meetings will be at no additional cost.
- (b) Status Reports are to be provided and as detailed within the TA.

7. CLIENT SUPPORT

The CBSA will provide a workstation, email, system access and telephone capability.

8. LANGUAGE REQUIREMENTS

The Contractor's resources must be able to communicate orally and in writing in English without any assistance and with minimal errors. . However, there may be a requirement from time to time for a resource to conduct business in the French language. Language requirements will be identified in each TA.

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9. CONSTRAINTS

- (a) The Work must be performed within CBSA's normal working hours of 7:00 AM to 6:00 PM.
- (b) The Contractor may be required to attend meetings at CBSA and at Key GC Stakeholders within the National Capital Region.

10. WORK LOCATION

It is anticipated that the Work associated with each TA will be carried out on-site at CBSA premises in the National Capital Region (NCR).

11. TRAVEL REQUIREMENTS

There is no travel requirement expected outside the NCR. If travel is required outside the NCR, it will be identified in the TA.

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APPENDIX A TO ANNEX A

RESOURCE CATEGORY TASKS AND DELIVERABLES

The content of this Appendix A to Annex A details the required tasks and Deliverables associated with each resource category. Tasks and Deliverables will be further specified in each validly issued Task Authorization.

1.1.1 **FINANCIAL SPECIALIST (Senior and Intermediate Levels)**

1.1.1 TASKS: The services include, but are not limited to the following:

- a) Providing planning, expenditures analysis and advice on resource utilization;
- b) Preparing variance analysis, expenditure forecasts and special reports on project costs,;
- c) Developing reports to meet the needs of managers and clients directorates for budgetary operating and capital expenditures, full time employee (FTE) utilization information and other requirements;
- d) Reviewing and analyzing expenditures and budgets, identifying and addressing anomalies, preparing summary financial reports and proposing recommendations,;
- e) Providing advice and guidance to management on all matters pertaining to financial management, accounting, financial reporting and financial control;
- f) Contributing to, and assisting in the maintenance of, IT project dashboards.
- g) Attending meetings as directed by the Project Authority. These meetings may include, but are not limited to: meetings with other lines of business staff, executives, consultants, etc.;
- h) Providing subject matter expertise and knowledge transfer to employees;
- i) Conducting costing and budgeting exercises and developing related reports;
- j) Assisting in the development of content for reporting IT project financial performance (briefings and presentations) to senior management and Treasury Board Secretariat;
- k) Assisting in the development of strategies and other documents and reports on an as-required-basis;
- l) Planning and coordinating financial management activities including financial estimates and business requirements;
- m) Evaluating financial management procedures;
- n) Contributing to cost benefit analysis and life cycle costing (Cost and estimate Management);
- o) Developing models to carry out cost analysis of the resources required to perform specific inspections related to a project (Project Management);
- p) Performing risk analysis;
- q) Determining the resources required for implementation of projects such as acquisition costs, operation and maintenance costs and both recurring and non-recurring costs;
- r) Assisting in developing costs for specific activities such as: direct project costs, project support overhead, portfolio-project and administrative (C&A) overhead, costs of products and services, and other related costs (Financial accounting);
- s) Planning, acquiring, and controlling the use of funds so as to meet the portfolio / project goals and maximizing its value (Procurement integration in Project Management, contract process management);
- t) Developing and modifying business cases and financial plans for the future.
- u) Providing the full range of IT portfolio-project financial planning, analysis, reporting and monitoring services in support of senior management.
- v) Providing advice and expertise in the financial management area
- w) Directing all activities related to the preparation, coordination and delivery of all departmental financial plans including Annual Reference Level Update (ARLU), Main Estimates, Supplementary Estimates, and related presentations to the Branch Resource Review Committee and Treasury Board.

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- x) Directing the establishment, coordination and monitoring of the departmental budgeting process.
- y) Ensuring the provision of in-depth, comprehensive and up-to-date financial analyses on all business proposals.
- z) Creating and directing special projects on an ad hoc basis to analyze and assess a wide range of financial and business related proposals, partnerships and alternative service delivery proposals.
- aa) Directing the review, challenge and preparation of recommendations with respect to financial plans.
- bb) Directing the preparation of departmental management reports indicating performance against plans.

1.1.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Variance analysis at various levels of budget allocation and utilization;
- b) Reports on expenditure and budget analysis, including preparation of trend analysis;
- c) Documentation relating to costing, budgeting and reporting; and
- d) Presentations, reports, and correspondence.

1.2 PERFORMANCE MEASUREMENT CONSULTANT (Senior and Intermediate Levels)

1.2.1 TASKS: The services include, but are not limited to the following:

- a) Ensuring that benefits management practices follow the Benefits Management frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or performance measurement strategies, including identifying associated performance measures in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives.
- b) Assessing the adequacy of current performance measurement frameworks and performance measures to create and maintain on-going performance measurement systems at the Directorate level as a whole or at the program, initiative or project level.
- c) Developing performance measurement indicators/measures/benchmarks and tools and instruments for projects and in support of portfolio alignment and project prioritization
- d) Providing performance measurement advice and support (e.g. support managers to identify, track and report on results throughout the life cycle of projects or initiatives), including providing training or information sessions to build capacity within the Directorate and assist project management with the establishment of an appropriate ongoing benefits management and performance measurement system.
- e) Compiling, analyzing and/or interpreting benefits and performance data and preparing benefits and performance reports
- f) Establishing and providing the ongoing benefits realization and performance measurement support function for the Directorate on behalf of all existing and emerging projects.
- g) Liaising and interfacing with staff in each of the project areas to identify project benefits and recommending appropriate performance measurement and benefits management advice and guidance.
- h) Liaising with the Corporate Governance and Accountability Directorate and the Project Management Office on benefits management and portfolio benefits management
- i) Developing benefits realization strategies and plans
- j) Assessing the impact of project change requests on benefits realization outcomes to support strategic decision making
- k) Defining and maintaining project reporting with respect to benefits realization, as well as providing input to the benefit plans, investment logic map templates, benefits registers, benefits profiles and management reporting functions.

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- l) Overseeing and making recommendations to the portfolio benefits realization process to ensure that it is effective, efficient and coordinated such that it provides added-value to the outputs of the Directorate.
- m) Assisting and providing guidance with transfer of knowledge and staff.

1.2.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Written status reports in English on a bi-weekly basis to coincide with scheduled project control meetings, documenting the progress of the work described in the TA including issues, risks, and challenges, which may affect overall schedule and planned tasks for the next reporting period.
- b) Development and/or maintenance of a Travellers Portfolio Benefits Management Framework to align with the Agency Benefits Management Framework.
- c) Performance measurement indicators / measures / benchmarks and tools and instruments for projects and Portfolio assessments.
- d) The resource must provide benefits realization strategies and plans in support of the Travellers Portfolio and the People Project Directorate's objectives.
- e) Benefits management advice to the Project Authority, Project Managers, and others.
- f) Benefits Management Analysis and documentation.
- g) Presentation materials for project control meetings.
- h) Close-out report which includes a final evaluation and lessons learned to transfer functional and technical knowledge to the project team and/or client staff through individual and group training and demonstrations and written instructions and documents.

1.3 COMMUNICATIONS CONSULTANT (*Senior and Intermediate Levels*)

1.3.1 TASKS: The services include, but are not limited to the following:

- a) Planning, researching, modifying, assisting, writing and/or reviewing memos, scripts, plays, essays, speeches, manuals and other non-journalistic articles with conformance to established standards;
- b) Developing and implementing strategic communication plans in geographically dispersed organizations going through an organizational transformation (change management);
- c) Providing communications consultation advice to support strategic communications initiatives and strategies;
- d) Creating communications support materials;
- e) Developing and implementing creative communication and information products using a variety of tools, techniques and media and selecting an appropriate medium to convey information, ideas, and results;
- f) Developing and implementing communication strategies and plans;
- g) Expressing and exchanging information in a clear and concise manner;
- h) Ensuring information is communicated to the appropriate people in a timely manner;
- i) Preparing reports for specific purposes using clear, communicative, and professional language (*e.g., audit reports, management letters, consulting reports, financial reports*);
- j) Ensuring communications are clearly understood by encouraging and listening to feedback both internally and externally in the organization;
- k) Structuring external communications to project an appropriate corporate image;
- l) Ensuring confidentiality with respect to organizational or client information and data.
- m) Determining target audiences in order to better develop messages;
- n) Identifying and determining communications impediments and barriers;
- o) Providing advice on matters relating to policy/program development approaches or options and communications planning alternatives (internal or external);
- p) Researching, developing and implementing communications strategies involving social media and related content (i.e. blogs, microblogs, wikis, crowdsourcing, content communities, social networks, etc.);

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- q) Providing support and assisting communicators in using social media channels to complement traditional channels; and
- r) Providing suggestions on cost-cutting measures in the communications process.

1.3.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) **Project presentation decks and artifacts**
- b) Portfolio communications plans
- c) **Reports, presentations, etc.**

1.4 TECHNICAL WRITER (Senior and Intermediate Levels)

1.4.1 TASKS: The services include, but are not limited to the following:

- a) Analyzing material, such as specifications (technical Statement of Work/Requirement), notes, drawings, writing manuals, user guides and other documents to explain the requirement clearly and concisely;
- b) Modifying, validating and compiling documents such as technical publications in general, specifications, equipment and system data lists, drawings etc.;
- c) Gathering information, analyzing the subject and the audience, and producing clear documentation;
- d) Studying existing material and interviewing Stakeholders;
- e) Creating accurate, complete and concise documentation to communicate the needs of the requirement;
- f) Assimilating and conveying technical material in a concise, effective manner;
- g) Following governmental publishing guidelines;
- h) Reviewing documents, drawings and associated data for conformance to established standards by leading or participating in the drafting of project documents such as Project Charters, Project Management Plans, Treasury Board submissions and Memoranda to Cabinet;
- i) Planning, researching and writing manuals, specifications and other non-journalistic articles;
- j) Designing the layout of the documents/manuals; and
- k) Using word-processing, desk-top publishing and graphics software packages to produce final camera ready copy.

1.4.3 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) User Training Materials
- b) Standard Operation Procedures
- c) Technical Publications
- d) Presentations
- e) Manuals, specifications and other non-journalistic articles
- l) Project Charters, Project Management Plans, Treasury Board submissions and Memoranda to Cabinet;
- f) User guides and other documents

1.5 STAFFING CONSULTANT (Senior and Intermediate Levels)

1.5.1 TASKS: The services include, but are not limited to the following:

- a) Developing staffing and resourcing strategies;
- b) Developing monitoring framework and implement and conduct monitoring;
- c) Providing manager with demographic information and assisting in developing strategies to meet HR needs;
- d) Providing advice and guidance on different types of merit criteria/qualifications;

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- e) Providing advice on workforce and process pros and cons;
- f) Identifying links with departmental Human Resources/Employment Equity/Business plans;
- g) Providing advice on effectiveness of assessment instruments and assisting in development or choice of proper instruments;
- h) Advising manager of organizational policy;
- i) Assisting manager in appropriate sequencing and application of merit criteria;
- j) Providing advice, guidance, and assistance on review of decision and impact of change, if any;
- k) Creating departmental staffing report(s) including preparation, data gathering, interviews, and monitoring staffing report and various activities;
- l) Performing activities including recourse, appeals, early intervention process, and alternative dispute resolutions for staffing purposes;
- m) Developing or assisting in developing strategies and plans (i.e. staffing or resourcing);
- n) Developing monitoring framework and implementing and conducting monitoring;
- o) Developing and reviewing appointment sub-delegation instruments, the sub-delegation process and the supporting tools (i.e. tables, sub-delegation certificates);
- p) Conducting environmental and statistical reviews;
- q) Reviewing organizational needs and business needs to assist in the identification of the appropriate staffing strategy or plans (including links to other plans such as the Employment Equity and Diversity Plan and the Official Languages Plan);
- r) Providing advice and recommendations with regard to addressing staffing and recruitment challenges considering organizational strategies and plans;
- s) Developing and implementing recruitment and employment strategies;
- t) Providing advice and recommendations in selecting the choice of appointment process;
- u) Preparing and conducting recruitment and staffing processes on behalf of management. This may include any or any grouping of the following activities:
 - I. Making recommendations on the staffing process type to be undertaken;
 - II. Drafting and finalizing the statement of merit criteria;
 - III. Developing and preparing the assessment guide, tools and process;
 - IV. Drafting and finalizing the advertisements;
 - V. Coordinating and participating in the assessment of priorities, and the screening and assessments of candidates;
 - VI. Coordinating and administering tests, interviews; coordinating and completing the reference check etc;
 - VII. Compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates).
- v) Planning, developing, coordinating and administering various staffing and staffing related initiatives such as job fairs, collective staffing and targeted Recruitment initiatives;
- w) Providing operational staffing services to a group of client managers;
- x) Providing advice and guidance to managers on staffing investigations, audits and Public Service Staffing Tribunal Complaints;
- y) Developing staffing policies, guidelines, procedures, and tool;
- z) Providing monitoring and reporting activities with respect to staffing within the organization or for central agencies;
- aa) Drafting staffing report(s) including the preparation, data and information gathering, interviews, drafting of documentation;
- bb) Developing information and learning sessions or events for managers, employees or staffing experts;
- cc) Reviewing employees' or candidates' qualifications to address redeployment or placement of personnel;
- dd) Developing a framework or process for pool management and coordinate the management of a pool;
- ee) Advising managers and employees on staffing policies and procedures; and
- ff) Providing mentoring, tutoring or coaching assistance.

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1.5.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Resourcing strategies,
- b) Strategic direction
- c) HR plans
- d) HR models
- e) Policies, programs and procedures reports
- f) New programs for employees to retain career mobility;
- g) Evaluate personnel
- h) Compensation and benefit programs
- i) Collective agreements;
- j) Training and information sessions.
- k) Knowledge Transfer

1.6 SUBJECT MATTER EXPERT (SERVICE MANAGEMENT) (*Senior and Intermediate Levels*)

Definition: IT service management (ITSM) refers to the entirety of activities – directed by policies, organized and structured in processes and supporting procedures – that are performed by an organization or part of an organization to plan, deliver, operate and control IT services offered to customers. It is thus concerned with the implementation of quality IT services that meet the needs of customers, and is performed by the IT service provider through an appropriate mix of people, process and information technology

1.6.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Developing an operational Service Management (SM) roadmap for the Directorate's Portfolio systems, including **but not limited to documenting high level process, controlling body (CAB), impact assessment capability, supporting technology, roles & responsibilities**
- b) Maintaining the service management roadmap for the Directorate
- c) Providing expertise, advice, guidance and coaching on all aspects of service and service related efforts within the Directorate
- d) Interfacing closely with other service portfolio managers within the Directorate in order to complete all necessary objectives
- e) Providing expertise, advice and guidance on industry best practices and where and when they should be applied
- f) Supporting the Branch/Directorate as part of the Directorate's Service Lifecycle Management Framework (SLMF) efforts
- g) Coaching stakeholders on the value of their contribution within the new solution;
- h) Developing performance measurement/evaluation criteria;
- i) Defining/confirming the objectives for each change initiative, determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the change initiative by;
 - I. Articulating the purpose of change in a manner that makes sense to stakeholders and provides a compelling picture of the new solution;
 - II. Conducting a GAP analysis to determine the scope of the change required to move from existing state to desired state;
 - III. Designing and conducting a change readiness assessment in order to plan and carry out a change management strategy;
 - IV. Integrating performance monitoring disciplines in a stakeholder's development or change management plan;
 - V. Meeting with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project change strategy and plan.
 - VI. Monitoring (internal and external) stakeholder change strategies and plans.

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- VII. Leading working groups and consultations and obtain consensus and/or reach decisions with respect to recommendations and strategic options pertaining to the change initiative.
- j) Overseeing and providing guidance to stakeholders to ensure timely completion of Deliverables.
 - k) **Providing expertise, advice, guidance and coaching on implementing the Service Management practice within the Directorate.**
 - l) **Providing advice and guidance on the Client's various Service Management Methods (Service Engineering Method (SEM), Service Operations Method - SOM, Configuration Management Method (CMM), On Boarding Method (OBM) and Security Management Control Method (SMCM)) and their applicability to the various Travelers' systems.**
 - m) **Defining competency, responsibility and training requirement for the Service Manager of the Portfolio's systems. May include conducting training for key stakeholders**
 - n) Meeting with other organization (internal and external) to ensure stakeholders accept moving forward on service management capabilities to be implemented and the understanding of their role
 - o) **Implementing key elements of certain service management capabilities required for operational readiness (e.g. Service Level Management, Business Relationship Management)**
 - p) Developing and delivering presentations to senior management and / or stakeholder groups in Word, PowerPoint and Excel as required
 - q) Documenting the interrelationship (dependencies) required for Operational Readiness of Directorate systems as they go live with other entities and suppliers (e.g. Shared Services Canada (SSC), Citizenship and Immigration Canada (CIC), Canada Border Services Agency (CBSA))
 - r) Reporting progress of the initiative on an ongoing basis and at scheduled points in the life cycle.

1.6.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) **Directorate People Management Strategy – 3 year plan**
- b) **Project presentation decks and artifacts**
- c) Portfolio communications plans
- d) **Reports, presentations, etc.**
- e) Other Deliverables as required by the DGO.

1.7 SUBJECT MATTER EXPERT (Project Support) (Senior and Intermediate Levels)

1.7.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Advising on the capacities, skills and resources needed in the Portfolio to create, implement and maintain on-going project support system (in the directorate);
- b) Advising on methodological approaches and designs for project support of and evaluation of projects, programs, services, policies and initiatives;
- c) Providing field-specific performance measurement advice (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within organization and assist program management with the collection and interpretation of performance measurement data;
- d) Analyzing and/or interpreting performance data and preparing performance reports;
- e) Conducting comparative analysis and advising on best practices, including benchmarking performance, international comparisons and case studies;
- f) Providing subject-matter advice to assist in the:
 - I. Assessment of the readiness of a policy, program or initiative to be evaluated;
 - II. Scoping and planning of specific evaluations or related studies of individual programs, policies or initiatives;

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- III. Constructing of work plans, including evaluation planning reports and/or associated methodologies;
 - IV. Collection and analysis of relevant information;
 - V. Assessment of relevance and performance, including impacts, efficiency and cost-effectiveness of programs, policies or initiatives;
 - VI. Assessment of program governance and management (including assessing risk management and controls, decision-making, planning, development and implementation, transparency and accountability);
 - VII. Developing evaluation reports containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
 - VIII. Compilation, analysis and dissemination of findings, lessons learned and best practices;
 - IX. Briefing of program and senior management on major results and findings, including preparation of presentations;
 - X. Development of other materials, documents, tools and instruments related to the work; and
 - XI. Review of the components of evaluations such as primary and secondary data collection activities, surveys, special studies, literature or document reviews, applied statistical analysis and the development of background or analytical discussion papers on program theory and/or alternatives.
- g) Validating evaluation approaches, methodologies, findings, conclusions and recommendations, using methods such as (but not limited to) validation from a technical expert standpoint;
 - h) Participating on peer review or similar panels for evaluations or act as an third- party reviewer of draft evaluation products;
 - i) Advising on sensitivities in their specific fields (e.g. on working with groups of "at-risk" stakeholders) and issues related to ethics and values related to performance measurement and evaluation; and
 - j) Facilitating connection to other key experts in the field as required for project support or evaluation purposes.

1.7.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Project Status reports
- b) Project presentations
- c) Earned Value reports
- d) Root cause analysis reports
- e) Business Impact assessments
- f) Project Dashboards

1.8 CHANGE MANAGEMENT CONSULTANT (Senior & Intermediate Levels)

1.8.1 TASKS: Responsibilities could include but are not limited to:

- a) Analysis and development of business "critical success factors".
- b) Analysis and development of architecture requirements design, process development, process mapping and training.
- c) Implement change management plans
- d) Resolve change management resistance issues
- e) Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities.
- f) Participating in change impact analysis and change management activities.
- g) Participating in organizational realignment (job re-design organizational re-structuring).

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- h) Coordinating development of training and coordination with other stakeholders.
- i) Creating presentations and present to various stakeholders, and facilitate meetings and discussions.

1.8.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Critical success factor reports
- b) Architecture requirements
- c) Business strategy and processes
- d) Change impact analysis and change management.
- e) Organizational realignment
- f) Training
- g) Presentations to various stakeholders
- h) Meeting Results and Consensus and
- i) Knowledge Transfer

1.9 PROJECT ADMINISTRATOR (Senior, Intermediate and Junior Levels)

1.9.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Assist project management in project coordination and synchronization tasks;
- b) Provide administrative and technical support of a clerical nature as required;
- c) Assist in maintaining project and portfolio documentation;
- d) Track project change requests;
- e) Coordination of monthly dashboard and earned value cycles and reports;
- f) Manage scheduling;
- g) Attend meetings and record meeting notes to prepare records of decision;
- h) Print and assemble background information for meetings;
- i) Inputting, processing, monitoring, tracking and updating requests and correspondence;
- j) Routing correspondence and creating and maintaining a Bring Forward (BF) System;
- k) Research and complete internal forms;
- l) Responsible to maintaining records in Apollo
- m) Review for accuracy, grammar and assess the completeness of documents provided for corporate Deliverables; and
- n) Ensure timely completion of Deliverables.

1.9.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Provide regular status updates on deliverables and tasks as required;
- b) Meeting minutes and records of decisions, as required;
- c) Clear and coherent emails communicating deadlines and information requests;
- d) Completion of internal forms;
- e) Creation of a bring forward log; and
- f) Provide a list of links to files saved in Apollo.

1.10 RISK MANAGEMENT SPECIALIST (Senior and Intermediate Levels)

1.10.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Conducting risk assessments and evaluating potential risk and losses;
- b) Identifying project and procurement risks;
- c) Reviewing and auditing claims;
- d) Recommending alternative solutions, methodologies and strategies for risk mitigation and management;
- e) Assisting in prioritization and assignment of risks;
- f) Assisting in the development and/or implementation of Risk Management Plans;

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- g) Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle;
- h) Coaching, mentoring and training project teams in risk mitigation techniques;
- i) Developing and implementing business continuity plans;
- j) Developing crisis and emergency communication and/or management planning strategies;
- k) Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms;
- l) Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies;
- m) Documenting process improvements;
- n) Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- o) Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process;
- p) Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced;
- q) Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies;
- r) Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities;
- s) Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and the impact if the risk event occurs;
- t) Recommending a ranked-order for risks and opportunities identified;
- u) Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks;
- v) Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls;
- w) Assisting with the on-going monitoring of risk and assisting with the implementation of risk response and mitigation strategies;
- x) Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
- y) Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

1.10.2 DELIVERABLES

- a) Identify project and procurement risks;
- b) Review audit claims;
- c) Recommend alternative solutions, methodologies and strategies
- d) Develop and/or implement Risk Management Plans;
- e) Coach, mentor and train project teams;
- f) Develop and implement business continuity plans;
- g) Develop crisis and emergency communication
- h) Reports for internal or external publication
- i) Perform Control Risk Assessments and analysis,
- j) Draft and finalize risk assessments, briefing notes, presentations and papers.

1.11 BUSINESS ANALYST (Senior and Intermediate Levels)

1.11.1 TASKS: The undernoted services may include, but are not limited to the following:

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- a) Develop and document statements of requirements for considered alternatives.
- b) Perform business analyses of functional requirements to identify information, procedures, and decision flows.
- c) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.
- d) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
- e) Establish acceptance test criteria with Client.
- f) Support and use the selected departmental methodologies.
- g) Utilize business process tools (examples include VISIO, BPWIN, Oracle Case, Rational Rose and RUP) to carry out the above activities.

1.11.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Statements of Requirements Development;
- b) Functional Requirement Business Analyses;
- c) Manual to Automated Operations Definition;
- d) Acceptance Test Criteria; and
- e) Knowledge Transfer.

1.12 Business Architect (Senior Level)

1.12.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Assist with the development of an aligned Business Architecture against the Enterprise Architecture including processes, models, strategies and organizational structures to enhance the business environment in which architectures are defined, developed and aligned with business goals;
- b) Develop artifacts to support the business (e.g., Baseline and Target Business Architecture Descriptions, Candidate Roadmap Components, Architecture Definition Document);
- c) Assist with the development of information product architectures to provide process and requirement recommendations for improvement;
- d) Participate in requirement definition sessions with stakeholders and clients where required;
- e) Provide expert advice on the key initiatives that enable enterprises to deploy high-impact business processes that are focused, accountable and measurable, particularly about principles of leadership, governance and operational competencies;
- f) Analyze functional requirements to identify improvements in information, procedures, and decision flows, and make recommendations;
- g) Provide expert advice in developing and integrating process and information models between business processes to eliminate information and process redundancies;
- h) Oversee and manage product user interface designs, organize user experience testing with end-users, and introduce necessary changes to products where needed to ensure a unified user experience across all technical product solutions;
- i) Develop Business Capabilities and Business Knowledge documentation and design Business Operational and Organizational Views;
- j) Assist with the implementation and growth of the Client-TBS Portfolio Alignment Framework (e.g. customization of the framework within the directorate and development of all artifacts needed to support and maintain this important piece of work;
- k) Perform gap analyses between business goals and planned solutions to identify areas for better alignment of technical product solutions with business needs;

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- l) Evaluate service and application interfaces including manual to automated operations within application sub-systems, external systems and between new and existing systems;
- m) Identify opportunities to create new definitions and leverage existing IT services, create service portfolios, establish service contracts (e.g., Service Level Agreements) and plans for continual service improvement;
- n) Identify opportunities for leveraging existing Commercial off the Shelf (COTS) products and other procured solutions for reducing operational costs;
- o) Define business models to serve as the foundation for enhancing accountability and improve decision-making within the Directorate;
- p) Assess impact of legislative and operational requirement changes to product architectures;
- q) Support development of business architectures, frameworks and strategies for each major application area to meet the business requirements related to information, usability, and performance criteria for a business line;
- r) Participate in the financial planning for technical products and solutions;
- s) Participate in change impact analysis and change management activities;
- t) Preparing visual impact assessments (e.g., dashboards, plans, charts, tables and diagrams) to assist in communicating and analyzing project issues within the Directorate;
- u) Enforce departmental architectural standards (where required);
- v) Assist the conducting of post project reviews ("lessons learned") where necessary to help project teams with continual improvement; and
- w) Provide regular recommendations for improvements to methodologies, technologies and procedures.
- x) Utilize business process tools (examples include VISIO, BPWIN, Oracle Case, Rational Rose and RUP) to carry out the above activities.

1.12.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Aligned Business Architecture Development;
- b) Baseline and Target Business Architecture Descriptions, Candidate Roadmap Components, and Architecture Definition Documents;
- c) Business and Information Product Architectures;
- d) Expert Advice On Key Initiatives (High-Impact Business Processes, Particularly About Principles Of Leadership, Governance and Operational Competencies;
- e) Improvements In Information, Procedures, Decision Flows, and Recommendations;
- f) Product User Interface Designs;
- g) Business Capability and Business Knowledge Documentation;
- h) Business Operational and Organizational Views;
- i) Gap Analyses between Business Goals and Planned Solutions;
- j) Service and Application Interface Evaluation;
- k) Business Model Definitions;
- l) Legislative and Operational Requirement Changes to Product Architectures;
- m) Business Architecture Development;
- n) Change Impact and Change Management Analysis;
- o) Visual Impact Assessments (Dashboards, Plans, Charts, Tables and Diagrams);
- p) Post Project Reviews; and
- q) Knowledge Transfer.

1.13 Business Process Consultant (Senior and Intermediate levels)

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1.13.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Review existing work processes and organizational structure;
- b) Analyze business functional requirements to identify information, procedures and decision flows;
- c) Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action; Identify the modifications to the automated processes;
- d) Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options;
- e) Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- f) Identify and recommend new processes and organizational structures;
- g) Provide expert advice on and assist in implementing new processes and organizational changes;
- h) Document workflows; and
- i) Use business, workflow and organizational modeling software tools.

1.13.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Existing Work Processes and Organizational Structure Reviews;
- b) Business Functional Requirements Analysis;
- c) Candidate Process Identification;
- d) Expert Advice about Efficient And Effective Solutions;
- e) Expert Advice about Process And Information Models;
- f) New Processes and Organizational Structures;
- g) Expert Advice on New Processes and Organizational Changes;
- h) Workflow Documentation; and
- i) Knowledge Transfer.

1.14 Project Manager (Senior and Intermediate levels)

1.14.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Manage several Project Managers, each responsible for an element of the project and its associated project team;
- b) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- c) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtain approval thereof;
- d) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- e) Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- f) Meet in conference with stakeholders and other project managers and state problems in a form capable of being solved;
- g) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools; and
- h) Project sign-off.

1.14.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Statements Of Problems;

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- b) Procedures For The Development And Implementation Procedures;
- c) Project Objectives Definitions;
- d) Budgetary Requirements;
- e) Project Team Composition, Roles And Responsibilities;
- f) Progress Reports;
- g) Stakeholder Conference Meetings;
- h) Plans, Charts, Tables and Diagrams; and
- i) Knowledge Transfer.

1.15 Project Leader/Executive (Senior Level)

1.15.1 TASKS: The undernoted services may include, but are not limited to the following:

- a) Define and confirm the objectives for the project, determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- b) Develop or review Project Charter, Business Case and detailed project plans;
- c) Lead the development of briefings, solutions and status reports for presentation to executive management;
- d) Develop and deliver presentations to senior management and stakeholder groups as required, including the preparation of plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- e) Oversee and provide guidance to several Project Managers, each responsible for an element of the project and its associated project team;
- f) Provide Requirements Management and Project Control throughout the project;
- g) Provide advice to ensure business strategies are developed and implemented; project schedules are developed, maintained and respected; risks and issues are managed; and change request procedures are followed;
- h) Provide guidance and recommendations for the design, development, test, implementation within the Department as well as onboarding of users, and post implementation support phases;
- i) Meet with other organizational executives to ensure all internal and external stakeholders are committed and moving forward on project and organizational goals;
- j) Manage internal and external stakeholder relations;
- k) Lead working groups and consultations and obtain consensus and reach decisions with respect to recommendations and strategic options pertaining to the project;
- l) Coordinate the efforts of multiple stakeholders and to support senior management, in delivering a portfolio approach to project management;
- m) Provide expert solution and business transformation leadership for the project with all stakeholders;
- n) Ensure compliance with portfolio-wide standards for business architecture and business transformation;
- o) Support release planning including requirements, and associated planning and execution of work to support identified requirements;
- p) Provide solution and transformation alignment leadership from a project planning perspective;
- q) Provide leadership and oversight for the design activities, including usage of deliverables necessary to satisfy the methodology, including, but not limited to:
 - Strategic Business Objectives and Critical Success factors;
 - Definition of business competencies, capabilities, value drivers, outcomes and measures;
 - Definition of target business model, operating model, and target service model;

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- Definition and development of strategy and value components such as strategy maps, competency maps, value maps, value clusters, goal chains and value chain diagrams;
 - Identification and analysis of pain points, pain clusters and pain chains;
- r) Support the development of the transformation roadmap and transition plan;
 - s) Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
 - t) Review and comment on all project deliverables from Initiation to project completion;
 - u) Manage scope, context and business requirements, working with departmental leads and key clients;
 - v) Provide project oversight during the development, implementation and operations start-up to ensure that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
 - w) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtain approval thereof; and
 - x) Other work as deemed necessary relating to business architecture, solutions, commercial products, industry best practices and business transformation.

1.15.2 DELIVERABLES: Deliverables may include the following but will be further defined in the TA:

- a) Advice on a daily basis to ensure business strategies are developed and implemented, project schedules are developed, maintained and respected, risks and issues are managed, and change request procedures are followed;
- b) Guidance and recommendations required to coordinate the efforts of multiple stakeholders and to support senior management and the respective Project Director in delivering a portfolio approach to project management, business transformation and change management, solution and transformation alignment and enterprise architecture;
- c) Conduct and document Lessons learned and internal reviews as well as reviews and updates to strategic project documents (i.e. Project Charter, Business Case, detailed project plan etc.);
- d) Document consensus and decisions with respect to recommendations and strategic options pertaining to the project;
- e) Guidance and recommendations required to coordinate the efforts of multiple stakeholders and to support senior management in delivering a portfolio approach to project management, business transformation and change management, solution and transformation alignment and enterprise architecture;
- f) Project plans and presentations as required; and
- g) A close-out report which will include a final evaluation and lessons learned to transfer knowledge to the project team and client staff through individual and group training and demonstrations and written instructions and documents.

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APPENDIX B TO ANNEX A

Flexible Grid Criteria

3.8 Financial Specialist

The required services may include, but are not limited to the following:

1. Planning and coordinating financial management activities including financial estimates and business requirements;
2. Evaluating financial management procedures;
3. Conducting cost benefit analysis and life cycle costing (Cost and estimate Management);
4. Developing business plans;
5. Developing models to carry out cost analysis of the resources required to perform specific inspections related to a project (Project Management);
6. Performing risk analysis;
7. Determining the resources required for implementation of projects such as acquisition costs, operation and maintenance costs and both recurring and non-recurring costs;
8. Assisting in developing costs for specific activities such as: direct project costs, project support overhead, corporate and administrative (C&A) overhead, costs of products and services, and other related costs (Financial accounting)
9. Planning, acquiring, and controlling the use of funds so as to meet the goals of an organization and maximize its value (Procurement integration in Project Management, contract process management);
10. Identifying an organization's financial and non-financial objectives so as to improve its performance, determining whether those objectives are being effectively achieved; and
11. Developing and modifying business cases and financial plans for the future.

Financial Specialist FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 95 pts
Intermediate	Minimum 70 pts
Junior	Minimum 50 pts

Relevant Education to the Consultant Category

University (PhD, Graduate, Undergraduate, degree).	35 pts
College or CEGEP Diploma / Certificate.	25 pts
High School Diploma	20 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2yrs	12-23 months	15 pts
≥2 yrs and <4yrs	24-47 months	25 pts
≥4 yrs and <6yrs	48-71 months	35 pts
≥6 yrs and <8 yrs	72-95 months	45 pts
≥8 yrs and <10 yrs	96-119 months	55 pts
≥10 yrs	120 + months	65 pts

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2.13 Performance Measurement Consultant

The required services may include, but are not limited to the following:

1. Planning and designing performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or performance measurement strategies in support of program monitoring and evaluations, including identifying associated performance measures in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;
2. Assessing the adequacy of current performance measurement frameworks and performance measures in federal organizations and the capacity of organizations to create and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;
3. Developing conceptual frameworks, methodological approaches and designs for performance measurement of projects, programs, services, organizations/institutions, policies and initiatives;
4. Developing performance measurement indicators/measures/benchmarks and tools and instruments for project, program, institutional, or policy monitoring, reviews, or on-going assessments;
5. Providing performance measurement advice and support (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within the organization and assist program management with the establishment of an appropriate ongoing performance measurement system;
6. Compiling, analyzing and/or interpreting performance data and preparing performance reports; and
7. Research performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions).

Performance Measurement Consultant FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 65 pts
Intermediate	Minimum 55 pts
Junior	Minimum 45 pts

Relevant Education to the Consultant Category

Graduate degree or higher	30 pts
Undergraduate degree	25 pts

Relevant Experience in Consultant Category

≥2 yrs and <4 yrs	24-47 months	25 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <10 yrs	72-119 months	35 pts
≥10 yrs	120 + months	40 pts

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3.11 Communications Consultant

The required services may include, but are not limited to the following:

1. Planning, researching, modifying, assisting, writing and/or reviewing memos, scripts, plays, essays, speeches, manuals and other non-journalistic articles with conformance to established standards;
2. Developing and implementing strategic communication plans in geographically dispersed organizations going through an organizational transformation (change management);
3. Providing communications consultation advice to support strategic communications initiatives and strategies;
4. Creating communications support materials;
5. Developing and implementing creative communication and information products using a variety of tools, techniques and media and selecting an appropriate medium to convey information, ideas, and results;
6. Developing and implementing communication strategies and plans;
7. Expressing and exchanging information in a clear and concise manner;
8. Ensuring information is communicated to the appropriate people in a timely manner;
9. Preparing reports for specific purposes using clear, communicative, and professional language (*e.g., audit reports, management letters, consulting reports, financial reports*);
10. Ensuring communications are clearly understood by encouraging and listening to feedback both internally and externally in the organization;
11. Structuring external communications to project an appropriate corporate image;
12. Ensuring confidentiality with respect to organizational or client information and data.
13. Determine target audiences in order to better develop messages;
14. Identify and determine communications impediments and barriers;
15. ; Provide advice on matters relating to policy/program development approaches or options and communications planning alternatives (internal or external)
16. Researching, developing and implementing communications strategies involving social media and related content (ie. blogs, microblogs, wikis, crowdsourcing, content communities, social networks, etc);
17. Provide support and assist communicators in using social media channels to complement traditional channels.
18. Providing suggestions on cost-cutting measures in the communications process;

Communications Consultant FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 60 pts
Intermediate	Minimum 50 pts
Junior	Minimum 30 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	25 pts
High School Diploma.	20 pts

Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	10 pts
≥2 yrs and <4 yrs	24-47 months	25 pts
≥4 yrs and <6 yrs	48-71 months	35 pts
≥6 yrs and <8 yrs	72-95 months	40 pts
≥8 yrs and <10 yrs	96-119 months	45 pts
≥10 yrs	120 + months	50 pts

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3.10 Technical Writer

The required services may include, but are not limited to the following:

1. Analyzing material, such as specifications (technical Statement of Work/Requirement), notes, drawings, writing manuals, user guides and other documents to explain the requirement clearly and concisely;
2. Modifying, validating and compiling documents such as technical publications in general, specifications, equipment and system data lists, drawings etc.;
3. Gathering information, analyzing the subject and the audience, and producing clear documentation;
4. Studying existing material and interviewing Stakeholders;
5. Creating accurate, complete and concise documentation to communicate the needs of the requirement;
6. Assimilating and conveying technical material in a concise, effective manner;
7. Following governmental publishing guidelines; and
8. Reviewing documents, drawings and associated data for conformance to established standards.
9. planning, researching and writing manuals, specifications and other non-journalistic articles;
10. design the layout of the documents/manuals;
11. uses word-processing, desk-top publishing and graphics software packages to produce final camera ready copy.

Technical Writer FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 60 pts
Intermediate	Minimum 50 pts
Junior	Minimum 30 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	25 pts
High School Diploma.	20 pts

Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	10 pts
≥2 yrs and <4 yrs	24-47 months	25 pts
≥4 yrs and <6 yrs	48-71 months	35 pts
≥6 yrs and <8 yrs	72-95 months	40 pts
≥8 yrs and <10 yrs	96-119 months	45 pts
≥10 yrs	120 + months	50 pts

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1.8 Staffing Consultant

**The required services may include, but are not limited to the following:
 (Please note that a Staffing Consultant who will be providing staffing advise to managers as part of their responsibilities, must have successfully completed the PSC Appointment Framework Knowledge Test for all Departments who have a signed Appointment Delegation and Accountability Instrument with the PSC.)**

1. Developing staffing and resourcing strategies;
2. Developing monitoring framework and implement and conduct monitoring;
3. Providing manager with demographic information and assisting in developing strategies to meet HR needs;
4. Providing advice and guidance on different types of merit criteria/qualifications;
5. Providing advice on workforce and process pros and cons;
6. Identifying links with departmental Human Resources / Employment Equity / Business plans;
7. Providing advice on effectiveness of assessment instruments and assisting in development or choice of proper instruments;
8. Advising manager of organizational policy;
9. Assisting manager in appropriate sequencing and application of merit criteria;
10. Providing advice, guidance, and assistance on review of decision and impact of change, if any;
11. Creating departmental staffing report (s) including preparation, data gathering, interviews, and monitoring staffing report and various activities;
12. Performing activities including recourse, appeals, early intervention process, and alternative dispute resolutions for staffing purposes;
13. Extending job offers and establishing starting salaries;
14. Developing or assisting in developing strategies and plans (i.e. staffing or resourcing);
15. Developing monitoring framework and implementing and conducting monitoring;
16. Developing and reviewing appointment sub-delegation instruments, the sub-delegation process and the supporting tools (i.e. tables, sub-delegation certificates);
17. Conducting environmental and statistical reviews;
18. Reviewing organizational needs and business needs to assist in the identification of the appropriate staffing strategy or plans (including links to other plans such as the Employment Equity and Diversity Plan and the Official Languages Plan);
19. Providing advice and recommendations in regards to addressing staffing and recruitment challenges considering organizational strategies and plans;
20. Developing and implementing recruitment and employment strategies;
21. Providing advice and recommendations in selecting the choice of appointment process;
22. Preparing and conducting recruitment and staffing processes on behalf of management. This may include any or any grouping of the following activities:
 - making recommendations on the staffing process type to be undertaken;
 - drafting and finalizing the statement of merit criteria;
 - developing and preparing the assessment guide, tools and process;
 - drafting and finalizing the advertisements;
 - coordinating and participating in the assessment of priorities, and the screening and assessments of candidates;
 - coordinating and administrating tests, interviews; coordinating and completing the reference check etc; and
 - compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates).
23. Planning, developing, coordinating and administrating various staffing and staffing related initiatives such as job fairs, collective staffing and targeted Recruitment initiatives;
24. Providing operational staffing services to a group of client managers;

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25. Providing advice and guidance to managers on staffing investigations, audits and Public Service Staffing Tribunal Complaints;			
26. Developing staffing policies, guidelines, procedures, and tool;			
27. Providing monitoring and reporting activities with respect to staffing within the organization or for central agencies;			
28. Drafting staffing report(s) including the preparation, data and information gathering, interviews, drafting of documentation;			
29. Developing information and learning sessions or events for managers, employees or staffing experts;			
30. Reviewing employees' or candidates' qualifications to address redeployment or placement of personnel;			
31. Developing a framework or process for pool management and coordinate the management of a pool;			
32. Advising managers and employees on staffing policies and procedures; and			
33. Providing mentoring, tutoring or coaching assistance on staffing.			
Staffing Consultant FLEXIBLE GRID			
Levels of Expertise			
Senior		Minimum 100 pts	
Intermediate		Minimum 80 pts	
Junior		Minimum 65 pts	
Relevant Education to the Consultant Category			
University (PhD, Graduate, Undergraduate, degree).		35 pts	
College or CEGEP Diploma / Certificate.		25 pts	
Professional Certification			
Relevant Professional Certification		15 pts	
Relevant Experience in Consultant Category			
≥1 yr and <2 yrs	12-23 months	15 pts	
≥2 yrs and <4 yrs	24-47 months	20 pts	
≥4 yrs and <6 yrs	48-71 months	30 pts	
≥6 yrs and <8 yrs	72-95 months	35 pts	
≥8 yrs and <10 yrs	96-119 months	55 pts	
≥10 yrs	120 + months	65 pts	

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2.14 Subject Matter Expert (Service Management)

The required services may include, but are not limited to the following:

1. Providing orientation on their field of expertise to a range of target groups (e.g. program managers, evaluators, corporate planners) including details on key issues in the field and details on best practices in terms of performance measurement and evaluation in those fields;
2. Advising on the design of new or adequacy of existing a) performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or b) performance measurement strategies in support of program monitoring and evaluation, including identifying appropriate performance measures and related technical elements (e.g. performance metrics and targets, data sources, and frequencies for data collection) in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;
3. Advising on the capacities, skills and resources needed in federal organizations to create, implement and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;
4. Advising on conceptual frameworks, methodological approaches and designs for performance measurement of and evaluation of projects, programs, services, organizations/institutions, policies and initiatives in those fields;
5. Providing field-specific performance measurement advice (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within organization and assist program management with the collection and interpretation of performance measurement data;
6. Analyzing and/or interpreting performance data and preparing performance reports;
7. Researching field-specific performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions);
8. Conducting comparative analysis and advising on best practices, including benchmarking performance, international comparisons and case studies;
9. Providing subject-matter advice to assist in the:
 - Assessment of the readiness of a policy, program or initiative to be evaluated;
 - Scoping and planning of specific evaluations or related studies of individual programs, policies or initiatives;
 - Preparation of logic models, program theories, literature reviews or assessment tools;
 - Constructing of work plans, including evaluation planning reports or frameworks and associated methodologies;
 - Developing, testing and implementing of evaluation methods and data collection tools;
 - Collection and analysis of relevant data (including socio-economic and statistical);
 - Assessment of relevance and performance, including impacts, efficiency and cost-effectiveness of programs, policies or initiatives;
 - Assessment of program governance and management (including assessing risk management and controls, decision-making, planning, development and implementation, transparency and accountability);
 - Developing evaluation reports containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
 - Conducting and writing of synthesis or meta-evaluations;
 - Compilation, analysis and dissemination of findings, lessons learned and best practices;
 - Briefing of program and senior management on major results and findings, including preparation of presentations;
 - Development of other materials, documents, tools and instruments related to the work; and
 - Review of the components of evaluations such as primary and secondary data collection activities, surveys, special studies, literature or document reviews, applied statistical analysis and the development of background or analytical discussion papers on program theory and/or alternatives.
10. Validating evaluation approaches, methodologies, findings, conclusions and recommendations, using methods such as (but not limited to) validation from a technical expert standpoint;
11. Participating on peer review or similar panels for evaluations or act as an third- party reviewer of draft evaluation products;

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12. Advising on sensitivities in their specific fields (e.g. on working with groups of 'at-risk' stakeholders) and issues related to ethics and values related to performance measurement and evaluation; and		
13. Facilitating connection to other key experts in the field as required for performance measurement or evaluation purposes.		
Subject Matter Expert (Service Management) FLEXIBLE GRID		
Levels of Expertise		
Senior		Minimum 75 pts
Intermediate		Minimum 65 pts
Junior		Minimum 55 pts
Relevant Education to the Consultant Category		
Graduate degree or higher		35 pts
Undergraduate degree		25 pts
Relevant Experience in Consultant Category		
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <10 yrs	72-119 months	35 pts
≥10 yrs	120 + months	50 pts

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2.14 Subject Matter Expert (Project Support)

The required services may include, but are not limited to the following:

1. Providing orientation on their field of expertise to a range of target groups (e.g. program managers, evaluators, corporate planners) including details on key issues in the field and details on best practices in terms of performance measurement and evaluation in those fields;
2. Advising on the design of new or adequacy of existing a) performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or b) performance measurement strategies in support of program monitoring and evaluation, including identifying appropriate performance measures and related technical elements (e.g. performance metrics and targets, data sources, and frequencies for data collection) in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;
3. Advising on the capacities, skills and resources needed in federal organizations to create, implement and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;
4. Advising on conceptual frameworks, methodological approaches and designs for performance measurement of and evaluation of projects, programs, services, organizations/institutions, policies and initiatives in those fields;
5. Providing field-specific performance measurement advice (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within organization and assist program management with the collection and interpretation of performance measurement data;
6. Analyzing and/or interpreting performance data and preparing performance reports;
7. Researching field-specific performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions);
8. Conducting comparative analysis and advising on best practices, including benchmarking performance, international comparisons and case studies;
9. Providing subject-matter advice to assist in the:
 - Assessment of the readiness of a policy, program or initiative to be evaluated;
 - Scoping and planning of specific evaluations or related studies of individual programs, policies or initiatives;
 - Preparation of logic models, program theories, literature reviews or assessment tools;
 - Constructing of work plans, including evaluation planning reports or frameworks and associated methodologies;
 - Developing, testing and implementing of evaluation methods and data collection tools;
 - Collection and analysis of relevant data (including socio-economic and statistical);
 - Assessment of relevance and performance, including impacts, efficiency and cost-effectiveness of programs, policies or initiatives;
 - Assessment of program governance and management (including assessing risk management and controls, decision-making, planning, development and implementation, transparency and accountability);
 - Developing evaluation reports containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
 - Conducting and writing of synthesis or meta-evaluations;
 - Compilation, analysis and dissemination of findings, lessons learned and best practices;
 - Briefing of program and senior management on major results and findings, including preparation of presentations;
 - Development of other materials, documents, tools and instruments related to the work; and
 - Review of the components of evaluations such as primary and secondary data collection activities, surveys, special studies, literature or document reviews, applied statistical analysis and the development of background or analytical discussion papers on program theory and/or alternatives.
10. Validating evaluation approaches, methodologies, findings, conclusions and recommendations, using methods such as (but not limited to) validation from a technical expert standpoint;

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11. Participating on peer review or similar panels for evaluations or act as an third- party reviewer of draft evaluation products; 12. Advising on sensitivities in their specific fields (e.g. on working with groups of 'at-risk' stakeholders) and issues related to ethics and values related to performance measurement and evaluation; and 13. Facilitating connection to other key experts in the field as required for performance measurement or evaluation purposes.		
Subject Matter Expert (Project Support) FLEXIBLE GRID		
Levels of Expertise		
Senior		Minimum 75 pts
Intermediate		Minimum 65 pts
Junior		Minimum 55 pts
Relevant Education to the Consultant Category		
Graduate degree or higher		35 pts
Undergraduate degree		25 pts
Relevant Experience in Consultant Category		
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <10 yrs	72-119 months	35 pts
≥10 yrs	120 + months	50 pts

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2.6 Change Management Consultant

The required services may include, but are not limited to the following:

1. Designing interventions aimed at improving organizational effectiveness through system-centered change;
2. Designing interventions that improve organizational effectiveness through people-centered change and result in: bringing about change, an improved environment, greater involvement and a more responsive workforce;
3. Developing and implementing change management strategies, plans, framework;
4. Identifying change management tools and risks;
5. Providing expertise, consultative advice, guidance and coaching to build project capacity to make effective use of change management strategies and related tools;
6. Articulating the purpose of change in a manner that makes sense to staff and provides a compelling picture of the new organization;
7. Designing and conducting a change readiness assessment in order to plan and carry out a change management strategy;
8. Coaching staff on the value of their contribution within the new organization;
9. Evaluating the effectiveness of the change management initiative.
10. Developing performance measurement/evaluation frameworks;
11. Integrating performance monitoring disciplines in an organization's development or change management plan; and
12. Carrying out performance monitoring and reporting activities on change management.

Change Management Consultant **FLEXIBLE GRID**

Levels of Expertise

Senior	Minimum 100 pts
Intermediate	Minimum 80 pts
Junior	Minimum 65 pts

Relevant Education to the Consultant Category

University (PhD, Graduate, Undergraduate, degree).	35 pts
College or CEGEP Diploma / Certificate.	25 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	15 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	55 pts
≥10 yrs	120 + months	65 pts

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3.1 Project Administrator

The required services may include, but are not limited to the following:

1. Assisting project team in all management activities including financial, planning and contracting aspects;
2. Providing administrative and technical support of a clerical nature as required to a project team;
3. Assisting in performing such tasks as maintaining project documentation and records;
4. Acting as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
5. Tracking project change requests;
6. Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
7. Communicating with project management on administrative matters related to the project;
8. Assisting in the preparation and coordination of documentation in response to scheduled and unscheduled reports, returns and observations to update management of project progress;
9. receiving incoming mail (both hard copy and e-mail), prioritizes, assesses urgency, sets deadlines;
10. developing/maintaining bring forward (BF) and other control systems for action items;
11. researching and locating background information, analyzes, extracts relevant information and writes summaries; and
12. maintaining and tracking financial transactions, enters commitments and expenditures into the projects financial budget.

Project Administrator FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 90 pts
Intermediate	Minimum 70 pts
Junior	Minimum 55 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	30 pts
High School Diploma.	20 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	10 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	25 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	50 pts
≥10 yrs	120 + months	60 pts

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3.6 Risk Management Specialist

The required services may include, but are not limited to the following:

1. Conducting risk assessments and evaluating potential risk and losses;
2. Identifying project and procurement risks;
3. Reviewing and auditing claims;
4. Recommending alternative solutions, methodologies and strategies for risk mitigation and management;
5. Assisting in prioritization and assignment of risks;
6. Assisting in the development and/or implementation of Risk Management Plans;
7. Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle;
8. Coaching, mentoring and training project teams in risk mitigation techniques;
9. Developing and implementing business continuity plans;
10. Developing crisis and emergency communication and/or management planning strategies;
11. Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms;
12. Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies;
13. Documenting process improvements;
14. Preparing reports for internal or external publication (Corporate Services, Policy, Communications);
15. Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process;
16. Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced;
17. Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies;
18. Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities;
19. Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs;
20. Recommending a ranked-order for risks and opportunities identified;
21. Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks;
22. Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls;
23. Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies;
24. Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
25. Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

Risk Management Specialist **FLEXIBLE GRID**

Levels of Expertise

Senior	Minimum 90 pts
Intermediate	Minimum 70 pts
Junior	Minimum 55 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	30 pts
High School Diploma.	20 pts

Professional Certification

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Relevant Professional Certification		15 pts
Relevant Experience in Consultant Category		
≥1 yr and <2 yrs	12-23 months	10 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	25 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	50 pts
≥10 yrs	120 + months	60 pts

2.1 Business Analyst

The required services may include, but are not limited to the following:

1. Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives;
2. Identifying opportunities for organizational improvement;
3. Assisting in the prioritization and assignment of organizational improvements;
4. Developing and/or implementing an organizational improvement plan, business plan, policies and standards;
5. Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations;
6. Preparing and presenting findings, status and other relevant matters;
7. Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports;
8. Identifying and researching best practices;
9. Processing problems into solutions or new opportunities/initiatives;
10. Analyzing, advising on, and implementing business processes, strategies and functions;
11. Advising on business decisions;
12. Preparing and advising on contracts structure and enforcement;
13. Leading and managing various business systems and process improvements (*e.g., initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process*);
14. Recognizing market factors and adapting business decisions to the context of the organization's sector and industry;
15. Implementing and advising on measures to mitigate risk;
16. Facilitating **Joint Application Development (JAD)** session and acting as facilitator during workshops;
17. Translating the business requirements into System/Functional requirements;
18. Analyzing and documenting the business requirements and delivering work products through the life cycle;
19. Assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change;
20. Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements;
21. Documenting business requirements for all stakeholders;
22. Providing support in analyzing, evaluating and controlling risks, especially related to requirements;
23. Managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and
24. Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis when producing a business case to determine whether further investment in a project is warranted.

Business Analyst FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 100 pts
Intermediate	Minimum 80 pts
Junior	Minimum 65 pts
Relevant Education to the Consultant Category	
College or CEGEP Diploma / Certificate.	35 pts
High School Diploma.	25 pts

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Professional Certification		
Relevant Professional Certification		15 pts
Relevant Experience in Consultant Category		
≥1 yr and <2 yrs	12-23 months	15 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	55 pts
≥10 yrs	120 + months	65 pts

2.8 Business Architect

The required services may include, but are not limited to the following:

1. Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities;
2. Conducting an assessment of the project's business architecture, process and performances;
3. Recommending changes to improve operational performance;
4. Ensuring consistency and integration with the organization's and government architectures and business strategies;
5. Evaluating the feasibility of the architecture and technologies related to a business change;
6. Developing principles of operation and concept of operations;
7. Identifying risks associated with the architecture and technologies and recommending risk mitigation;
8. Advising Senior Management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies;
9. Recommending alternative solutions, methodologies and strategies;
10. Assisting in the prioritization and assignment of architectural improvements;
11. Managing the development and implementation of an architectural improvement plan; and
12. Coaching, mentoring and training the organization on business architecture.

Business Architect FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 100 pts
Intermediate	Minimum 80 pts
Junior	Minimum 65 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	35 pts
High School Diploma.	25 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	15 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	55 pts
≥10 yrs	120 + months	65 pts

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2.5 Business Process Consultant

The required services may include, but are not limited to the following:

1. Reviewing existing work processes and organizational structure;
2. Analyzing existing business processes, identifying opportunities for process improvements;
3. Mapping existing processes and developing and mapping recommended new processes, changes;
4. Analyzing business functional requirements to identify information, procedures and decision flows;
5. Providing advice on key initiatives that enable the organization to deploy high-impact business processes that are focused, accountable and measurable;
6. Identifying candidate processes for re-design;
7. Prototyping potential solutions, scenarios, providing trade off information and suggesting a recommended course of action;
8. Providing advice in defining new requirements and opportunities for applying efficient and effective solutions;
9. Identifying and providing preliminary costs of potential options;
10. Providing advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
11. Identifying, recommending and planning new processes;
12. Providing advice on and/or assisting in implementing new processes;
13. Identifying the required modifications to the automated processes;
14. Documenting workflow;
15. Using business, workflow and organizational tools;
16. Developing policies, procedures and guidelines;
17. Conducting reviews and developing implementation strategies;
18. Advising HR Systems groups and IT groups on discipline requirements;
19. Developing training and information sessions and mentoring on business processes; and
20. Analyzing and defining business processes related to both "As Is" and "To Be" status.

Business Process Consultant **FLEXIBLE GRID**

Levels of Expertise

Senior	Minimum 95 pts
Intermediate	Minimum 70 pts
Junior	Minimum 50 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	35 pts
High School Diploma.	25 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	10 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	25 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	50 pts
≥10 yrs	120 + months	60 pts

3.2 Project Manager

The required services may include, but are not limited to the following:

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1. Planning and coordinating project management activities including financial, planning and contracting aspects;
2. Planning and organizing a project management office;
3. Giving briefings on progress and concerns of project;
4. Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress;
5. Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers;
6. Preparing formal work breakdown structure and compliance charts;
7. Producing draft plans and sections for incorporation into the Project Implementation Plan;
8. Preparing draft evaluation plans, criteria and evaluation schedules;
9. Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements;
10. Defining and documenting development team objectives;
11. Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team;
12. Planning, directing and controlling the activities of a project team within scheduled time and cost parameters;
13. Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones;
14. Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle;
15. Meeting with stakeholders and other project managers and stating problems in a form capable of being solved;
16. Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems;
17. Working with a variety of project management tools;
18. Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management;
19. Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules;
20. Ensuring management staff is provided with timely and accurate project information and status updates;
21. Developing project control and reporting procedures and managing changes in operational plan;
22. Conducting post project reviews/lessons learned;
23. Contributing to the organization's strategic and business planning initiatives (*e.g., identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review*);
24. Assuming leadership at the appropriate phases of planning, action, and evaluation;
25. Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (*e.g., multi-disciplinary practices*);
26. Contributing to development of organizational vision and mission; and
27. Coordinates, drafts and prepares for signature formal project documents and reports.

Project Manager **FLEXIBLE GRID**

Levels of Expertise

Senior	Minimum 100 pts
Intermediate	Minimum 80 pts
Junior	Minimum 65 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	35 pts
High School Diploma.	25 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	15 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	55 pts

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≥10 yrs	120 + months	65 pts
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3.3 Project Leader/Executive

The required services may include, but are not limited to the following:

1. Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning;
2. Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives;
3. Assisting in the prioritization and assignment of projects within the program/portfolio;
4. Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and it's associated team (e.g. project and financial management);
5. Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (e.g. opportunity evaluation);
6. Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof;
7. Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis;
8. Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (e.g. policy development and standards development);
9. Preparing and presenting findings, status and other relevant matters;
10. Overseeing the development of a Project Business Case (e.g. business planning and program review);
11. Managing Program changes in accordance with the change management process;
12. Motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project;
13. Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality; and associated policy and organizational change requirements;
14. Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters;
15. Producing overall project plans and obtaining approval of preliminary analysis;
16. Updating and providing briefings to upper management on progress and concerns of the project.

Project Leader/Executive FLEXIBLE GRID

Levels of Expertise

Senior	Minimum 100 pts
Intermediate	Minimum 80 pts
Junior	Minimum 65 pts

Relevant Education to the Consultant Category

College or CEGEP Diploma / Certificate.	35 pts
High School Diploma.	25 pts

Professional Certification

Relevant Professional Certification	15 pts
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Relevant Experience in Consultant Category

≥1 yr and <2 yrs	12-23 months	10 pts
≥2 yrs and <4 yrs	24-47 months	20 pts
≥4 yrs and <6 yrs	48-71 months	30 pts
≥6 yrs and <8 yrs	72-95 months	35 pts
≥8 yrs and <10 yrs	96-119 months	55 pts
≥10 yrs	120 + months	65 pts

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APPENDIX C TO ANNEX A

Mandatory Technical Criteria

The proposed resource(s) must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

The resource(s) which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

1.1a 3.8 FINANCIAL SPECIALIST (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Financial Specialist as required as per the TSPS Flexible Grid for the consultant category 3.8 Financial Specialist. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a degree in		YES <input type="checkbox"/>		

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#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
	accounting, finance or commerce from a recognized post-secondary institution. Proof of a degree must be provided.		NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has a minimum of five 5 years of experience in the last 15 years in planning project finances, expenditures analysis and providing advice on resource utilization.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Bidder must demonstrate that the proposed resource has a minimum of 5 years' experience in the last 15 years, developing and implementing financial management policies and procedures relating to any 3 of the 6 following areas in an organization in excess of 3,000 staff: 1. preparation of estimates; 2. budget forecasting; 3. costing; 4. financial planning; 5. internal control and accounting; or 6. integrated business planning.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.5	The Bidder must demonstrate that the proposed resource has a minimum of 5 years' experience in the last 10 years, working in a Federal or Provincial Government organization in a financial management capacity.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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1.1b 3.8 FINANCIAL SPECIALIST (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Financial Specialist as required as per the TSPS Flexible Grid for the consultant category 3.8 Financial Specialist. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a diploma or degree in accounting, finance or commerce from a recognized post-secondary institution. Proof of a diploma or degree must be provided.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years in planning project finances, expenditures analysis and providing advice on resource utilization.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.4	The Bidder must demonstrate that the proposed resource has a minimum of 3 years' experience in the last 15 years, developing and implementing financial management policies and procedures relating to any 3 of the 6 following areas in an organization in excess of 3,000 staff: 1. preparation of estimates; 2. budget forecasting; 3. costing; 4. financial planning; 5. internal control and accounting; or 6. integrated business planning.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.5	The Bidder must demonstrate that the proposed resource has a minimum of 3 years' experience in the last 10 years, working as a Consultant or government employee in a Federal or Provincial Government organization in a financial management capacity.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.2.a 2.13 PERFORMANCE MEASUREMENT CONSULTANT (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number	Bidder Self Score:	CBSA Project Authority Scoring and comments**
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		reference)	Met / Not Met	Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Performance Measurement Consultant as required as per the TSPS Flexible Grid for the consultant category 2.13 Performance Measurement Consultant. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has experience in developing a Performance Measurement Framework including performance measurement indicators, measures, benchmarks and tools and instruments for projects or on-going assessments for at least one (1) large and complex business transformation project that utilized IT as a business enabler. The proposed resource must have worked on the project for a minimum of 3 consecutive months in the last 5 years to meet this mandatory requirement.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.3	<p>The Bidder must demonstrate that the proposed resource has experience in the conduct of performance measurement or benefits realization projects through the provision of one (1) written project summary in the past two (2) years, calculated as of the issue date of a Task Authorization.</p> <p>Project may be on-going.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.4	<p>The Bidder must provide the following information for the project summary identified in M.3 above.</p> <p>a) The name of the client organization for whom the work was undertaken;</p> <p>b) The start and end dates of the project (dates should be identified by month and year – for example March 2012 – February 2013 and should indicate the project duration – for example 12 months). Projects may be on-going;</p> <p>c) A brief description of the scope, intent and complexity of the project;</p> <p>d) The name and valid contact information (telephone number and e-mail) of a resource affiliated with the identified client organization to which the work was delivered who is able to confirm successful implementation of the uniform supply and management solution for the client, if contacted by</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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	<p>Canada during the Task Authorization evaluation process.</p> <p>The named individual identified as a client contact for the cited project MUST be a resource affiliated with the identified client organization to which the work was delivered, and <u>not</u> a member or affiliate of the Bidder's organization or Joint Venture Partner organization, or of a sub-Bidder of the Bidder.</p> <p>Canada reserves the right to contact the named project client contact(s) to verify the information contained within the submitted project summaries.</p> <p>In the event that any one (1) cited client contact provides a negative response in regard to the veracity and accuracy of the information contained within the Bidder's submitted project summary, Canada reserves the right to deem the Bidder's proposal non-compliant, whereupon no further consideration will be given.</p>				
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1.2.b 2.13 PERFORMANCE MEASUREMENT CONSULTANT (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Performance Measurement Consultant as required as per the TSPS Flexible Grid for		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	the consultant category 2.13 Performance Measurement Consultant. The flexible Grid can be found at Appendix B to Annex A				
M.2	<p>The Bidder must demonstrate that the proposed resource has experience in developing a Performance Measurement Framework including performance measurement indicators, measures, benchmarks and tools and instruments for projects or on-going assessments for at least one (1) large and complex business transformation project that utilized IT as a business enabler.</p> <p>The proposed resource must have worked on the project for a minimum of 3 consecutive months in the last 5 years to meet this mandatory requirement.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.3	<p>The Bidder must demonstrate that the proposed resource has experience in the conduct of performance measurement or benefits realization projects through the provision of one (1) written project summary in the past two (2) years, calculated as of the issue date of a Task Authorization.</p> <p>Project may be on-going.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.4	<p>The Bidder must provide the following information for the project summary identified in M.3 above.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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<p>a) The name of the client organization for whom the work was undertaken;</p> <p>b) The start and end dates of the project (dates should be identified by month and year – for example March 2012 – February 2013 and should indicate the project duration – for example 12 months). Projects may be on-going;</p> <p>c) A brief description of the scope, intent and complexity of the project;</p> <p>d) The name and valid contact information (telephone number and e-mail) of a resource affiliated with the identified client organization to which the work was delivered who is able to confirm successful implementation of the uniform supply and management solution for the client, if contacted by Canada during the Task Authorization evaluation process.</p> <p>The named individual identified as a client contact for the cited project MUST be a resource affiliated with the identified client organization to which the work was delivered, and <u>not</u> a member or affiliate of the Bidder's organization or Joint Venture Partner organization, or of a sub-Bidder of the Bidder.</p> <p>Canada reserves the right to contact the named project client contact(s) to verify the</p>				
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	<p>information contained within the submitted project summaries.</p> <p>In the event that any one (1) cited client contact provides a negative response in regard to the veracity and accuracy of the information contained within the Bidder's submitted project summary, Canada reserves the right to deem the Bidder's proposal non-compliant, whereupon no further consideration will be given.</p>				
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1.3.a 3.11 COMMUNICATIONS CONSULTANT (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Communications Consultant as required as per the TSPS Flexible Grid for the consultant category 3.11 Communications Consultant. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 2 years of experience in the last 10 years in a communications role on IT based projects.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.3	The Bidder must demonstrate that the proposed resource has a minimum of 5 years' experience in the last 10 years, as a consultant or employee working in a communications or public relations capacity in a Federal or Provincial Government organization.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
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1.3.b 3.11 COMMUNICATIONS CONSULTANT (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Communications Consultant as required as per the TSPS Flexible Grid for the consultant category 3.11 Communications Consultant The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 1 year of experience in the last 10 years in a communications role on IT based projects.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.3	The Bidder must demonstrate that the proposed resource has a minimum of 3 years' experience in the last 10 years, as a consultant or employee working in a communications or public relations capacity in a Federal or Provincial Government organization.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
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1.4.a 3.10 TECHNICAL WRITER (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score:	CBSA Project Authority Scoring and comments**
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			Met / Not Met	Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Technical Writer as required as per the TSPS Flexible Grid for the consultant category 3.10 Technical Writer. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has at least 12 months of experience engaging stakeholders to elicit, document and obtain approval of requirements in the last 10 years.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has drafted and provided at least one briefing and one presentation to senior management in the last 10 years.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Bidder must demonstrate that the proposed resource has a minimum of 2 years of experience in the last 5 years developing project related documentation for IM/IT-enabled projects.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.4.b 3.10 TECHNICAL WRITER (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number)	Bidder Self Score:	CBSA Project Authority Scoring and comments**
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		reference)	Met / Not Met	Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Technical Writer as required as per the TSPS Flexible Grid for the consultant category 3.10 Technical Writer. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has at least 6 months of experience engaging stakeholders to elicit, document and obtain approval of requirements in the last 10 years.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has drafted and provided at least one briefing or presentation to senior management in the last 10 years.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Bidder must demonstrate that the proposed resource has a minimum of 1 years of experience in the last 5 years developing project related documentation for IM/IT-enabled projects.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.5.a 1.8 STAFFING CONSULTANT (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
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M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Staffing Consultant as required as per the TSPS Flexible Grid for the consultant category 1.8 Staffing Consultant. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years in the Federal Government Human Resources staffing process including any or any grouping of the following activities: 1. making recommendations on the staffing process type to be undertaken; 2. drafting and finalizing the statement of merit criteria; 3. developing and preparing the assessment guide, tools and process; 4. compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates).		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years in the Federal Government responsible for all of the following; 1. reviewing organizational needs and business needs,		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	2. developing demographic information, 3. assisting in the identification of the appropriate staffing strategy or plans to meet HR needs, and 4. Reporting to and advising senior management on the above.				
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1.5.b 1.8 STAFFING CONSULTANT (Intermediate Level)

Note: The Staffing Consultant resource will be situated within the Travellers Directorate and will be required to liaise and coordinate staffing actions between the Directorate's internal management and the Human Resources organization on various staffing issues.

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Staffing Consultant as required as per the TSPS Flexible Grid for the consultant category 1.8 Staffing Consultant. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years in the Federal Government Human Resources staffing process including any or any grouping of the following activities:		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	<ol style="list-style-type: none"> 1. making recommendations on the staffing process type to be undertaken; 2. drafting and finalizing the statement of merit criteria; 3. developing and preparing the assessment guide, tools and process; 4. compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates). 				
M.3	<p>The Bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years in the Federal Government responsible for all of the following:</p> <ol style="list-style-type: none"> 1. reviewing organizational needs and business needs, 2. developing demographic information, 3. assisting in the identification of the appropriate staffing strategy or plans to meet HR needs, and 4. Reporting to and advising senior management on the above. 		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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1.6.a 2.14 SUBJECT MATTER EXPERT (SERVICE MANAGEMENT) (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Subject Matter Expert (Service Management - as defined in section 1.6 of the Statement of Work) as required as per the TSPS Flexible Grid for the consultant category 2.14, Subject Matter Expert (Service Management) The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years developing and recommending IT implementation plans to senior management to provide operational IT Service Management (SM) readiness.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years creating and maintaining an IT service management roadmap, services enhancement vision/strategy and Service Directory.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.4	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years in all of the following:</p> <ol style="list-style-type: none"> 1. Defining and confirming Business Requirements, Business Use Cases and Business Rules, 2. determining budgetary requirements, 3. creating and maintaining Service Level Agreements 		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.5	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years designing and conducting gap analyses in order to plan and meet the objectives for achieving IT service enhancements and the integration of other concurrent and related IT initiatives.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

1.6.b 2.14 SUBJECT MATTER EXPERT (SERVICE MANAGEMENT) (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
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M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Subject Matter Expert (Service Management– as defined in section 1.6 of the Statement of Work) as required as per the TSPS Flexible Grid for the consultant category 2.14, Subject Matter Expert (Service Management) The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years developing and recommending IT implementation plans to senior management to provide operational IT Service Management (SM) readiness.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years creating and maintaining an IT service management roadmap, services enhancement vision/strategy and Service Directory.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years in all of the following: 1. Defining and confirming Business Requirements, Business Use Cases and Business Rules; 2. determining budgetary requirements, 3. creating and maintaining Service Level Agreements		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.5	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience in the last 15 years designing and conducting gap analyses in order to plan and meet the objectives for achieving IT service enhancements and the integration of other concurrent and related IT initiatives.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
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1.7.a 2.14 SUBJECT MATTER EXPERT (PROJECT SUPPORT) (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	<p>The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Subject Matter Expert as required as per the TSPS Flexible Grid for the consultant category 2.14, Subject Matter Expert</p> <p>The flexible Grid can be found at Appendix B to Annex A</p>		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.2	<p>The Bidder must demonstrate that the proposed resource has experience as a Subject Matter Expert (Project Support– as defined in section 1.7 of the Statement of Work) on at least 1 project within the last 6 years from the issue date of this TA on one large business transformation project or program that utilized IT as a business enabler.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 12 consecutive months.</p> <p>Project may be on-going.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.3	<p>The Bidder must demonstrate that the proposed resource has a minimum of six (6) consecutive months of experience within the last 10 years on a project assessing and synthesizing information related to complex project issues or risks; and supporting and/or facilitating the project/program to maximize opportunities for project success on one (1) business transformation project that utilized IT as a business enabler.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.4	<p>The bidder must demonstrate that the proposed resource possesses a valid certification in project management in at least one of the following from a formally recognized project management body.</p> <ol style="list-style-type: none"> 1. PMI's Project Management Professional (PMP) 2. PRINCE2 3. Certified associate in project management (CAPM) 4. CompTIA Project+ 		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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	5. Master Project Administrator(MPM) 6. Certified Project Administrator(CPM) 7. Associate in Project Management (APM) 8. Professional in Project Management (PPM) A copy of the certificate must be provided.				
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1.7.b 2.14 SUBJECT MATTER EXPERT (PROJECT SUPPORT) (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Subject Matter Expert as required as per the TSPS Flexible Grid for the consultant category 2.14, Subject Matter Expert The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.2	<p>The Bidder must demonstrate that the proposed resource has experience as a Subject Matter Expert (Project Support– as defined in section 1.7 of the Statement of Work) on at least 1 project within the last 6 years from the issue date of this TA on one large business transformation project or program that utilized IT as a business enabler.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p> <p>Project may be on-going.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.3	<p>The Bidder must demonstrate that the proposed resource has a minimum of three (3) consecutive months of experience within the last 10 years on a project assessing and synthesizing information related to complex project issues or risks; and supporting and/or facilitating the project/program to maximize opportunities for project success on one (1) business transformation project that utilized IT as a business enabler.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.4	<p>The bidder must demonstrate that the proposed resource possesses a valid certification in project management in at least one of the following from a formally recognized project management body.</p> <ol style="list-style-type: none"> 1. PMI's Project Management Professional (PMP) 2. PRINCE2 3. Certified associate in project management (CAPM) 4. CompTIA Project+ 		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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	5. Master Project Administrator(MPM) 6. Certified Project Administrator(CPM) 7. Associate in Project Management (APM) 8. Professional in Project Management (PPM) A copy of the certificate must be provided.				
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1.8.a 2.6 CHANGE MANAGEMENT CONSULTANT (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Change Management Consultant as required as per the TSPS Flexible Grid for the consultant category 2.6 Change Management Consultant The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.2	The Bidder must demonstrate that the proposed resource has experience as a Change Management Consultant on one (1) large business transformation project within the last 5 years where the resource performed this role for a minimum of 6 consecutive months on the project.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has experience as a Change Management Consultant on one (1) large business transformation project within the last 10 years that utilized IT as a business enabler where the resource performed this role for a minimum of 12 consecutive months on the project.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Bidder must demonstrate that the proposed resource has experience within the last 10 years in resistance management on one large IT project where there was resistance to change and the Change Management Consultant resolved the issue. The Bidder must identify the: a) resistance element b) how the resistance was overcome, c) outcome, and d) impact on the project. For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.5	The Bidder must demonstrate the proposed resource's experience within the last 5 years on one large IT project developing and		YES <input type="checkbox"/>		

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	implementing change management plans with linkages to performance measurement. For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.		NO <input type="checkbox"/>		
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1.8.b 2.6 CHANGE MANAGEMENT CONSULTANT (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Change Management Consultant as required as per the TSPS Flexible Grid for the consultant category 2.6 Change Management Consultant The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has experience as a Change Management Consultant on one (1) large business transformation project within the last 5 years where the resource performed this role for a minimum of 6 consecutive months on the project.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.3	<p>The Bidder must demonstrate that the proposed resource has experience as a Change Management Consultant on one (1) large business transformation project within the last 10 years that utilized IT as a business enabler where the resource performed this role for a minimum of 6 consecutive months on the project.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.4	<p>The Bidder must demonstrate that the proposed resource has experience within the last 10 years in resistance management on one large IT project where there was resistance to change and the Change Management Consultant resolved the issue.</p> <p>The Bidder must identify the:</p> <ol style="list-style-type: none"> 1. resistance element 2. how the resistance was overcome 3. outcome, and 4. impact on the project. <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.5	<p>The Bidder must demonstrate the proposed resource's experience within the last 5 years on one large IT project developing and implementing change management plans with linkages to performance measurement.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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1.9.a 3.1 PROJECT ADMINISTRATOR (Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Project Administrator as required as per the TSPS Flexible Grid for the consultant category 3.1 Project Administrator The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 2 years of experience within the last 10 years in assisting management activities through financial planning, and maintaining project documentation through the life of the project.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has experience within the last 10 years on a minimum of 2 projects tracking project change requests where the resource worked on each referenced project for a minimum of 3 consecutive months.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Bidder must demonstrate that the proposed resource has experience on 2 projects within the last 10 years in the development and management of project control and oversight processes, establishing project governance and service management where the resource worked on each		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	referenced project for a minimum of 3 consecutive months.				
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1.9.b 3.1 PROJECT ADMINISTRATOR (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Project Administrator as required as per the TSPS Flexible Grid for the consultant category 3.1 Project Administrator The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 1 year		YES <input type="checkbox"/>		

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	of experience within the last 10 years in assisting management activities through financial planning, and maintaining project documentation through the life of the project.		NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has experience within the last 10 years on a minimum of 1 project tracking project change requests where the resource worked on each referenced project for a minimum of 3 consecutive months.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Bidder must demonstrate that the proposed resource has experience on 1 project within the last 10 years in the development and management of project control and oversight processes, establishing project governance and service management where the resource worked on each referenced project for a minimum of 3 consecutive months.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.9.c 3.1 PROJECT ADMINISTRATOR (Junior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Junior level Project Administrator as required as per the TSPS Flexible Grid for the consultant category 3.1 Project Administrator The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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1.10.a 3.6 RISK MANAGEMENT SPECIALIST

(Senior Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of a Senior level Risk Management Specialist as required as per the TSPS Flexible Grid for the consultant category 3.6 Risk Management Specialist The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 3 years' experience within the last 10 years working as a Consultant or employee in a Federal, Provincial or Municipal Government organization or Crown Corporations as a Risk Management Specialist.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.3	The Bidder must demonstrate that the proposed resource has a minimum of 5 years of experience within the last 15 years assessing and verifying project risks with respect to the technical and functional requirements for implementing IT projects.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
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1.10.b 3.6 RISK MANAGEMENT SPECIALIST (Intermediate Level)

#	MANDATORY REQUIREMENTS	Bidder Description (include page number reference)	Bidder Self Score: Met / Not Met	CBSA Project Authority Scoring and comments**	
				Met/ Not Met	Comments**
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Risk Management Specialist as required as per the TSPS Flexible Grid for the consultant category 3.6 Risk Management Specialist The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Bidder must demonstrate that the proposed resource has a minimum of 2 years' experience within the last 10 years working as a Consultant or employee in a Federal, Provincial or Municipal Government organization or Crown Corporations as a Risk Management Specialist.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Bidder must demonstrate that the proposed resource has a minimum of 3 years of experience within the last 15 years assessing and verifying project risks with respect to the technical and functional requirements for implementing IT projects.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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1.11.a 2.1 BUSINESS ANALYST (Senior Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Senior level Business Analyst as required as per the TSPS Flexible Grid for the consultant category 2.1 Business Analyst. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience performing business analysis of functional requirements to identify information, procedures and decision flows.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience developing use cases for business modelling and business requirements definition.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience in the development of project charters, plans, schedules and estimates and adhering to the constraints set within the plans.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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M.5	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience developing process analysis and functional specifications to support the development of automated business processes.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.6	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience analyzing data leading to the development of data models, data dictionaries and schemas.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.11.B 2.1 BUSINESS ANALYST (Intermediate Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Business Analyst as required as per the TSPS Flexible Grid for the consultant category 2.1 Business Analyst. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience analyzing data leading		YES <input type="checkbox"/>		

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	to the development of data models, data dictionaries and schemas.		NO <input type="checkbox"/>		
M.3	<p>The Contractor must demonstrate that the proposed resource has a post-secondary degree or diploma in one or more of the following fields of study:</p> <ol style="list-style-type: none"> 1. Business Administration; 2. Commerce; or. 3. Computer Science. <p>A copy of the degree and/or diploma must be provided.</p>		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.12.a 2.8 BUSINESS ARCHITECT (Senior Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Senior level Business Architect as required as per the TSPS Flexible Grid for the consultant category 2.8 Business Architect. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has project experience with 1 project performing gap analysis		YES <input type="checkbox"/>		

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	between business goals and planned solutions to identify areas for project/porfolio alignment.		NO <input type="checkbox"/>		
M.3	<p>The Contractor must provide a reference for the 3 most recent projects where the proposed resource was a Business Architect as defined in Section 1.12 of Appendix A to Annex A.</p> <p>One of the projects must have been a large IT business Transformation project that was initiated within the 5 years preceding the issue date of the applicable TA.</p> <p>Information for each reference must be provided as follows:</p> <ul style="list-style-type: none"> i. Name; ii. Title; iii. Organization; iv. Contact information (phone number); and v. email address. <p>To be considered responsive, the resource must have performed this role for a minimum of 6 consecutive months on the project.</p> <p>A project may be on-going.</p>		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Business Architect, as defined in Section 1.12 of Appendix A to		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	Annex A. in a Crown Corporation, Federal, Provincial or Municipal government.				
M.5	The Contractor must demonstrate that the proposed resource has received Certification in TOGAF 9.x or higher at Level 2. A copy of the Certification must be provided.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.13.a 2.5 BUSINESS PROCESS CONSULTANT (Senior Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Senior level Business Process Consultant as required as per the TSPS Flexible Grid for the consultant category 2.5 Business Process Consultant. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 5		YES <input type="checkbox"/>		

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	<p>years' experience, within the 10 years preceding the issue date of the applicable TA, identifying and documenting potential processes for streamlining to gain efficiencies on large IT transformation projects in a federal government environment.</p> <p>The experience must have had been as a Business Process Consultant, as defined in Section 1.13 Appendix A to Annex A.</p> <p>The projects must have had a value of \$10M or more.</p>		<p>NO <input type="checkbox"/></p>		
M.3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 10 years of demonstrated experience within the last 15 years preceding the issue date of the applicable TA, as a Business Process Consultant, as defined in Section 1.13 of Appendix A to Annex A, where the proposed resource followed a formal methodology to deliver the following:</p> <ul style="list-style-type: none"> i. Analysis of current business processes; and ii. Modelling and documenting current and to-be business processes, including data flows and business requirements. 		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.4	<p>The Contractor must demonstrate that the proposed resource has experience on a minimum of 3 large IT Transformation Projects, within the last 10 years preceding the issue date of the applicable TA, where the resource performed all of the following for each project:</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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	i. Conducted risk assessments; and ii. Planned and delivered communications to Project Stakeholders. For the project to qualify it must have: A. A project value of at least \$10M dollars Canadian (including all costs incurred by the sponsoring organization); B. A minimum duration of six (6) months; and C. The transformation impacted 10,000+ users/employees.				
M.5	The Contractor must demonstrate that the proposed resource has a post-secondary degree in Business Process design or reengineering or related diploma. A copy of the degree or diploma must be provided.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

1.13.b 2.5 BUSINESS PROCESS CONSULTANT (Intermediate Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments

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M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Business Process Consultant as required as per the TSPS Flexible Grid for the consultant category 2.5 Business Process Consultant. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 2 years' experience, within the 5 years preceding the issue date of the applicable TA, as a Business Process Consultant in a government environment, as defined in Section 1.13 of Appendix A to Annex A, , where the proposed resource identified and documented potential processes for streamlining to gain efficiencies on large-transformation projects with project values in excess of \$10M.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Contractor must demonstrate that the proposed resource has at least 3 years of experience, within the last 10 years preceding the issue date of the applicable TA, as a Business Process Consultant, as defined in Section 1.13 of Appendix A to Annex A, where the proposed resource followed a formal methodology to deliver the following: i. Analysis of current business processes; and ii. Modelling and documenting current and to-be business processes,		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	including data flows and business requirements.				
M.4	<p>The Contractor must demonstrate that the proposed resource has experience on a minimum of 2 large IT Transformation Projects, within the last 10 years preceding the issue date of the applicable TA, where the resource performed all of the following for each project:</p> <ul style="list-style-type: none"> i. Conducted risk assessments; and ii. Planned and delivered communications to Project Stakeholders. <p>For the project to qualify it must have:</p> <ul style="list-style-type: none"> A. A project value of at least \$10M dollars Canadian (including all costs incurred by the sponsoring organization); B. A minimum duration of 6 months; and C. The transformation impacted 10,000+ users/employees. 		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		
M.5	<p>The Contractor must demonstrate that the proposed resource has a post-secondary degree in Business Process design or reengineering or related diploma.</p> <p>A copy of the degree or diploma must be provided.</p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

1.14.a 3.2 PROJECT MANAGER (SENIOR Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score	CBSA Project Authority Scoring and Comments
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			(Met / Not Met)	Met / Not Met	Comments
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Senior level Project Manager as required as per the TSPS Flexible Grid for the consultant category 3.2 Project Manager. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the 10 years preceding the issue date of the applicable TA, supporting the delivery of projects that utilize IT as a business enabler where the resource was responsible for performing each of the following: i. change management; ii. release management; and iii. risk and issue management.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Contractor must demonstrate that the proposed resource has a minimum of 2 years' experience as a Project Manager in a Crown corporation, or a Federal, Provincial or Municipal Government organization, as defined in Section 1.15 of Appendix A to Annex A.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Contractor must demonstrate that the proposed resource has experience, within the 5 years preceding the issue date of the applicable TA, as a Project Manager, as defined in Section 1.15 of Appendix A to Annex A, on 1 large business		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	transformation project that utilizes IT as a business enabler. To qualify, the resource must have performed this role for a minimum of 6 consecutive months on the project. <i>Project may be on-going.</i>				
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1.14.b 3.2 PROJECT MANAGER (INTERMEDIATE Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments

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M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Intermediate level Project Manager as required as per the TSPS Flexible Grid for the consultant category 3.2 Project Manager. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the 10 years preceding the issue date of the applicable TA, supporting the delivery of Information Technology projects in the development or implementation of each of the following areas: <ul style="list-style-type: none"> i. change management; ii. release management; and iii. risk and issue management. 		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Contractor must demonstrate that the proposed resource has a minimum of 1 years' experience as a Project Manager in a Crown Corporation or a Federal, Provincial or Municipal government organization, as defined in Section 1.15 of Appendix A to Annex A.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.4	The Contractor must demonstrate that the proposed resource has experience, within the 5 years preceding the issue date of the applicable TA, as a Project Manager, as defined in Section 13. (a) of Appendix A to Annex A, on 1 large business transformation project that utilizes IT as a business enabler.		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	To qualify, the resource must have performed this role for a minimum of 6consecutive months on the project. <i>Project may be on-going.</i>				
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1.15.a 3.3 PROJECT LEADER/EXECUTIVE (SENIOR Level)

Criteria ID #	Mandatory Requirements	Contractor's Substantiation	Contractor Self-score (Met / Not Met)	CBSA Project Authority Scoring and Comments	
				Met / Not Met	Comments
M.1	The Bidder must demonstrate that the proposed resource meets the minimum points requirements of an Senior level Project Leader/Executive as required as per the TSPS Flexible Grid for the consultant category 3.3 Project Leader/Executive. The flexible Grid can be found at Appendix B to Annex A		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Project Leader / Executive, as defined in Section 1.14 of Appendix A to Annex A in a Crown corporation, or a Federal, Provincial or Municipal Government organization.		YES <input type="checkbox"/> NO <input type="checkbox"/>		
M.3	The Contractor must demonstrate that the proposed resource has experience assessing and synthesizing information related to complex project issues or risks; and conceptualizing approaches and strategies that maximize opportunities for project success on at least 1 large business		YES <input type="checkbox"/> NO <input type="checkbox"/>		

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	<p>transformation project that utilizes IT as a business enabler.</p> <p>The proposed resource must have worked on the project for a minimum of 6 consecutive months for the project to qualify.</p>				
M.4	<p>The Contractor must demonstrate that the proposed resource has experience, within the 5 years preceding the issue date of the applicable TA, as a Project Leader / Executive, as defined in Section 1.14 of Appendix A to Annex A, on 1 large business transformation project that utilizes IT as a business enabler.</p> <p>To qualify, the resource must have performed this role for a minimum of 6 consecutive months on the project.</p> <p><i>Project may be on-going.</i></p>		<p>YES <input type="checkbox"/></p> <p>NO <input type="checkbox"/></p>		

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Point Rated Technical Criteria

The proposed resource(s) which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

The resource(s) which fail to obtain the required minimum number of points specified will not be considered for the Task Authorization issuance.
 Each point rated technical criterion should be addressed separately.

1.1a 3.8 FINANCIAL SPECIALIST (Senior Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has attained one of the following professional certifications: 1. Chartered Accountant (CA); 2. Certified General Accountant (CGA; or 3. Certified Management Accountant, or 4. Chartered Professional Accountant (CPA). Proof of the professional certification must be provided.	10	A maximum of 10 points for having any one of these certifications.			
R.2	The Bidder should demonstrate that the proposed resource has experience in the last 15 years in planning project finances, expenditures analysis and providing advice on resource utilization for IT based projects.	20	24 to 48 months = 5 points 49 months to 72 months = 10 points 73 months to 96 months = 15 points More than 96 months = 20 points			

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R.3	<p>The Bidder should demonstrate that the proposed resource has experience in the last 15 years working in a Financial Management capacity within the Federal or Provincial Governments over and above the minimum five (5) years of experience identified in M5.</p> <p>The experience demonstrated in M5 counts towards the experience evaluated for R3.</p>	20	<p>61 to 72 months = 5 points 72 months to 84 months = 10 points 84 months to 96 months = 15 points More than 96 months = 20 points</p>			
R.4	<p>The Bidder should demonstrate that the proposed resource has a minimum of three (3) years' experience in the last 15 years as a consultant or employee in a Federal Government Department or Agency in each of the following:</p> <ul style="list-style-type: none"> a) Working in a financial management capacity within a Financial Policy Group; b) Corporate Accounting; c) Working in a financial management capacity working in support of a Regional Office. 	25	<p>Experience in a) = 10 points Experience in b) = 10 points Experience in c) = 5 points</p>			
R.5	<p>The Bidder should demonstrate that the proposed resource has project experience in the last 10 years in a financial management capacity on Large projects where they were an active contributor to the development of Treasury Board (TB) submissions or Memoranda to Cabinet for project funding approval.</p>	15	<p>1 projects = 5 points 2 or more projects = 10 points</p> <p>5 bonus points if at least one project was a large IT project</p>			

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R.6	The Bidder should demonstrate that the proposed resource has experience in the last 10 years as a financial specialist on large IT projects which required project financial reporting to corporate finance where the resource worked on the project for a minimum of six (6) consecutive months.	20	0 to 12 months = 0 points 13 to 24 months 5 points 25 to 36 months = 10 points 37 to 48 months = 15 points More than 48 months = 20 points			
Total Points Available 110						
Minimum Threshold Score To Be Responsive = 77 Points						

1.1b 3.8 FINANCIAL SPECIALIST (Intermediate Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has attained one of the following professional certifications: 1. Chartered Accountant (CA); 2. Certified General Accountant (CGA; or 3. Certified Management Accountant 4. Chartered Professional Accountant (CPA). Proof of the professional certification must be provided.	10	A maximum of 10 points for having any one of these certifications.			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.2	The Bidder should demonstrate that the proposed resource has experience in the last 15 years in planning project finances, expenditures analysis and providing advice on resource utilization for IT based projects.	20	12 to 24 months = 5 points 25 months to 36 months = 10 points 37 months to 48 months = 15 points More than 48 months = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience as a Consultant or employee working in a Financial Management capacity within the Federal or Provincial Governments over and above the minimum three (3) years of experience identified in M5: The experience demonstrated in M5 counts towards the experience evaluated for R3.	20	37 to 48 months = 5 points 49 months to 60 months = 10 points 61 months to 72 months = 15 points More than 72 months = 20 points			
R.4	The Bidder should demonstrate that the proposed resource has a minimum of two (2) years' experience as a Consultant or employee in a Federal Government Department or Agency in each of the following: a) Working in a financial management capacity within a Financial Policy Group; b) Corporate Accounting;	25	Experience in a) = 10 points Experience in b) = 10 points Experience in c) = 5 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	c) Working in a financial management capacity working in support of a Regional Office.					
R.5	The Bidder should demonstrate that the proposed resource has project experience as a Consultant or government employee in a financial management capacity on Large projects where they were an active contributor to the development of Treasury Board (TB) submissions or Memoranda to Cabinet for project funding approval.	15	1 projects = 5 points 2 or more projects = 10 points 5 bonus points if at least one project was a large IT project			
R.6	The Bidder should demonstrate that the proposed resource has experience in the last 10 years as a financial specialist on large IT projects which required project financial reporting to corporate finance where the resource worked on the project for a minimum of six (6) consecutive months.	20	0 to 12 months = 0 points 13 to 24 months 5 points 25 to 36 months = 10 points 37 to 48 months = 15 points More than 48 months = 20 points			
Total Points Available 110						
Minimum Threshold Score To Be Responsive = 66 Points						

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1.2.a 2.13 PERFORMANCE MEASUREMENT CONSULTANT (Senior Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	<p>The Bidder must demonstrate that the proposed resource has additional experience to the one (1) large and complex business transformation project that utilized IT as a business enabler referenced in M.2, in developing a Performance Measurement Framework including performance measurement indicators, measures, benchmarks and tools and instruments for projects or on-going assessments for more than one (1) large and complex business transformation project that utilized IT as a business enabler.</p> <p>The proposed resource must have worked on projects for a minimum of 3 consecutive months in the last 5 years to meet this requirement.</p>	15	<p>1 or less projects = 0 points 2 Projects = 5 points 3 Projects = 10 points 4 or more Projects = 15 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has experience in the last 15 years as a consultant or employee in a federal, provincial or municipal government organization as a Performance Measurement Consultant.</p>	25	<p>36 months or less = 0 points More than 36 months to 48 months = 5 points More than 48 months to 60 months = 10 points</p>			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
			More than 60 months to 72 months = 15 points More than 72 months to 84 months = 20 points More than 84 months = 25 points			
R.3	The Bidder should demonstrate that the proposed resource holds a valid Performance Measurement or Benefits Management Certification. (Example: Managing Benefits Practitioner – Prince2 or APMG) Proof of the professional certification must be provided.	5	No certification = 0 points Approved certification = 5 points			
R.4	The Bidder should demonstrate that the proposed resource has experience in the last 10 years in implementing a Benefits Realization and Management program in the project or program environment where the resource performed this role for a minimum of 3 consecutive months on the reference project.	15	0 projects = 0 points 1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
Total Points Available 60						
Minimum Threshold Score To Be Responsive = 42 Points						

1.2.b 2.13 PERFORMANCE MEASUREMENT CONSULTANT (Intermediate Level)

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	<p>The Bidder must demonstrate that the proposed resource has additional experience to the one (1) large and complex business transformation project that utilized IT as a business enabler referenced in M.2, in developing a Performance Measurement Framework including performance measurement indicators, measures, benchmarks and tools and instruments for projects or on-going assessments for more than one (1) large and complex business transformation project that utilized IT as a business enabler.</p> <p>The proposed resource must have worked on projects for a minimum of 3 consecutive months in the last 5 years to meet this requirement.</p>	15	<p>1 or less projects = 0 points 2 Projects = 5 points 3 Projects = 10 points 4 or more Projects = 15 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has experience in the last 15 years as a consultant or employee in a federal, provincial or municipal government organization as a Performance Measurement Consultant.</p>	25	<p>18 months or less = 0 points More than 18 months to 24 months = 5 points More than 24 months to 30 months = 10 points More than 30 months to 36 months = 15 points More than 36 months to 42 months = 20 points More than 42 months = 25 points</p>			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.3	The Bidder should demonstrate that the proposed resource holds a valid Performance Measurement or Benefits Management Certification. (Example: Managing Benefits Practitioner – Prince2 or APMG) Proof of the professional certification must be provided.	5	No certification = 0 points Approved certification = 5points			
R.4	The Bidder should demonstrate that the proposed resource has experience in the last 10 years in implementing a Benefits Realization and Management program in the project or program environment where the resource performed this role for a minimum of 3 consecutive months on the reference project.	15	0 projects = 0 points 1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
Total Points Available = 60						
Minimum Threshold Score To Be Responsive = 36 Points						

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1.3.a 3.11 COMMUNICATIONS CONSULTANT (Senior Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience in the last 10 years in a communications role on IT based projects over and above the minimum two (2) years of experience identified in M2.	20	25 to 36 months = 5 points 37 to 48 months = 10 points 49 to 60 months = 15 points More than 60 months = 20 points			
R.2	The Bidder should demonstrate that the proposed resource has experience as a consultant or employee working in a communications or public relations capacity in a Federal or Provincial Government organization over and above the minimum years of experience identified in M.3. The experience demonstrated in M3 counts towards the total number of months.	20	More than 60 months to 72 months = 5 points 72 months to 84 months = 10 points 84 months to 96 months = 15 points More than 96 months = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has an undergraduate or graduate degree or diploma from a recognized post-secondary institution. Proof of a degree must be provided.	10	Has degree = 10 points			
R.4	The Bidder should demonstrate that the proposed resource has project experience as an active contributor as a Communications Specialist in the development of Treasury Board (TB)	5	1 TB submission or MC = 5 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	submission or Memorandum to Cabinet (or provincial government equivalent) for project funding approval on Large IT Projects.					
R.5	The Bidder should demonstrate that the proposed resource has experience as a Communications Specialist on large and complex business transformation projects that utilize IT as a business enabler. For project experience to qualify, the resource must have worked on the project for a minimum of 6 consecutive months.	10	0 to 12 months = 0 points More than 12 to 24 months = 5 points More than 24 months = 10 points			
R.6	The Bidder should demonstrate that the proposed resource has experience as a Communications Consultant Specialist responsible for maintaining and updating internet or intranet websites. For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.	10	0 to 12 months = 0 points More than 12 to 24 months = 5 points More than 24 months = 10 points			
Total Points Available 75						
Minimum Threshold Score To Be Responsive = 52 Points						

1.3.b 3.11 COMMUNICATIONS CONSULTANT

(Intermediate Level)

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience in the last 10 years in a communications role on IT based projects over and above the minimum one (1) year of experience identified in M2.	20	13 to 24 months = 5 points 25 to 36 months = 10 points 37 to 48 months = 15 points More than 48 months = 20 points			
R.2	The Bidder should demonstrate that the proposed resource has experience as a consultant or employee working in a communications or public relations capacity in a Federal or Provincial Government organization over and above the minimum years of experience identified in M.3. The experience demonstrated in M3 counts towards the total number of months.	20	More than 36 months to 48 months = 5 points More than 48 months to 60 months = 10 points More than 60 months to 72 months = 15 points More than 72 months = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has an undergraduate or graduate degree or diploma in communications from a recognized post-secondary institution. Proof of a degree or diploma must be provided.	10	No degree = 0 points Has diploma or degree = 10 points			
R.4	The Bidder should demonstrate that the proposed resource has project experience as an active contributor as a Communications Specialist in the development of Treasury Board (TB)	5	1 TB submission or MC = 5 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	submission or Memorandum to Cabinet for project funding approval on Large IT Projects.					
R.5	The Bidder should demonstrate that the proposed resource has experience as a Communications Specialist on large and complex business transformation projects that utilize IT as a business enabler. For project experience to qualify, the resource must have worked on the project for a minimum of 6 consecutive months.	10	12 to 24 months = 5 points More than 24 months = 10 points			
R.6	The Bidder should demonstrate that the proposed resource has experience as a Communications Consultant Specialist responsible for maintaining and updating internet or intranet websites. For project experience to qualify, the resource must have worked on each project for a minimum of 3 consecutive months.	10	12 to 24 months = 5 points More than 24 months = 10 points			
Total Points Available 75						
Minimum Threshold Score To Be Responsive = 45 Points						

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1.4.a 3.10 TECHNICAL WRITER (Senior Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience in leading the drafting of Government of Canada Treasury Board Submissions or Memoranda to Cabinet within the last 15 years.	6	1 Submission = 2 points 2 Submissions = 4 points 3 or more Submissions = 6 points			
R.2	The Bidder should demonstrate that the proposed resource has experience leading the drafting of all of the following documents in the last 5 years: 1. Project Briefs, 2. Project Charters, 3. Business Cases, and 4. Project Management Plans (PMPs).	20	5 points for each type of document for a maximum total of 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience leading the drafting of Treasury Board submissions or Memoranda to Cabinet on large complex IT projects within the last 10 years.	10	1 submission = 5 points 2 or more submissions = 10 points			
	The Bidder should demonstrate that the proposed resource has experience leading the drafting	10	1 submission = 2 points			

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R.4	(design, content management, editing and production) of Treasury Board submissions for which more than one Canadian government department was a signatory within the last 10 years.		2 submissions = 5 points 3 or more submissions = 10 points			
R.5	The Bidder should demonstrate that the proposed resource has experience in documenting project deliverables (requirements, technical specifications, etc.) on large and complex business transformation projects that utilized IT as a business enabler. For project experience to qualify, the resource must have worked on the project for a minimum of 6 consecutive months within the last 10 years.	10	12 months or less = 0 points More than 12 months to 24 months = 2 points More than 24 months to 36 months = 4 points More than 36 months to 48 months = 6 points More than 48 months to 60 months = 8 points More than 60 months = 10 points			
Total Points Available 56						
Minimum Threshold Score To Be Responsive = 39 Points						

1.4.b 3.10 TECHNICAL WRITER (Intermediate Level)

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					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience participating in the drafting of Government of Canada Treasury Board Submissions or Memoranda to Cabinet within the last 15 years.	6	1 Submission = 2 points 2 Submissions = 4 points 3 or more Submissions = 6 points			
R.2	The Bidder should demonstrate that the proposed resource has experience participating in the drafting of all of the following documents in the last 5 years: 1. Project Briefs, 2. Project Charters, 3. Business Cases, and 4. Project Management Plans (PMPs).	20	5 points for each type of document for a maximum total of 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience participating in the drafting of Treasury Board submissions or Memoranda to Cabinet on large complex IT projects within the last 10 years.	10	1 submission= 5 points. 2 or more submissions = 10 points			
R.4	The Bidder should demonstrate that the proposed resource has experience participating in the drafting (design, content management, editing and production) of Treasury Board submissions for which more than one Canadian government	10	1 submission = 2 points 2 submissions = 5 points 3 or more submissions = 10 points			

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					Score	Comments
	department was a signatory within the last 10 years.					
R.5	The Bidder should demonstrate that the proposed resource has experience in documenting project deliverables (requirements, technical specifications, etc.) on large and complex business transformation projects that utilized IT as a business enabler. For project experience to qualify, the resource must have worked on the project for a minimum of 6 consecutive months within the last 10 years.	10	6 months or less = 0 points More than 6 months to 12 months = 2 points More than 12 months to 18 months = 4 points More than 18 months to 24 months = 6 points More than 24 months to 30 months = 8 points More than 30 months = 10 points			
Total Points Available 56						
Minimum Threshold Score To Be Responsive = 33 Points						

1.5.a 1.8 STAFFING CONSULTANT (Senior Level)

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					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has obtained a relevant Human Resources certification. Examples of these certifications are: 1. Certified Human Resources Professional (CHRP) 2. Certified Human Resources Leader (CHRL) 3. Certified Human Resources Executive 4. Appointment Framework Knowledge Test (AFKT) Designation Proof of a certification must be provided.	10	No certification = 0 points AFRK Designation = 5 points HR certification = 10 points			
R.2	The Bidder should demonstrate that the proposed resource has experience in the last 15 years over and above the minimum five (5) years identified in M.2 The experience demonstrated in M.2 counts towards the experience evaluated for R.2.	20	60 months or less = 0 points More than 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points More than 84-to 96 months =15 points More than 96 months = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience in the last 15 years in departmental staffing including data gathering, report preparation, and compliance monitoring and tracking.	20	12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 48 months = 10 points More than 48 months to 60 months = 15 points			

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					Score	Comments
			More than 60 months = 20 points			
R.4	The Bidder should demonstrate that the proposed resource has experience developing, recommending or implementing recruitment and employment strategies.	20	12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 48 months = 10 points More than 48 months to 60 months = 15 points More than 60 months = 20 points			
R.5	The Bidder should demonstrate that the proposed resource has experience with all aspects of the federal government staffing process that is required by management prior to Human Resources involvement and approval. a) Policy, b) Process, c) Delegation, d) Accountability, e) Legislative Framework	20	12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 48 months = 10 points More than 48 months to 60 months = 15 points More than 60 months = 20 points			
Total Points Available 90						
Minimum Threshold Score To Be Responsive = 63 Points						

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1.5.b 1.8 STAFFING CONSULTANT (Intermediate Level)

Note: The Staffing Consultant resource will be situated within the Travellers Directorate and will be required to liaise and coordinate staffing actions between the Directorate's internal management and the Human Resources organization on various staffing issues.

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					Score	Comments
R.1	<p>The Bidder should demonstrate that the proposed resource has obtained a Human Resources certification. Examples of these certifications are:</p> <ol style="list-style-type: none"> 1. Certified Human Resources Professional (CHRP) 2. Certified Human Resources Leader (CHRL) 3. Certified Human Resources Executive 4. Appointment Framework Knowledge Test (AFKT) Designation <p>Proof of a certification must be provided.</p>	10	<p>No certification = 0 points</p> <p>AFRK Designation = 5 points</p> <p>HR certification = 10 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has experience in the last 15 years over and above the minimum three (3) years identified</p>	20	<p>6 months or less = 0 points</p> <p>More than 6 months to 12 months = 5 points</p>			

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					Score	Comments
	in M.2. The experience demonstrated in M.2 counts towards the experience evaluated for R.2.		More than 12 months to 18 months = 10 points More than 18 to 24 months = 15 points More than 24 months = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience in the last 15 years in departmental staffing including data gathering, report preparation, and compliance monitoring and tracking.	20	6 months or less = 0 points More than 6 months to 12 months = 5 points More than 12 months to 18 months = 10 points More than 18 months to 24 months = 15 points More than 24 months = 20 points			
R.4	The Bidder should demonstrate that the proposed resource has experience developing, recommending or implementing recruitment and employment strategies.	20	6 months or less = 0 points More than 6 months to 12 months = 5 points More than 12 months to 18 months = 10 points More than 18 months to 24 months = 15 points More than 24 months = 20 points			
Total Points Available 70						
Minimum Threshold Score To Be Responsive = 42 Points						

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1.6.a 2.14 SUBJECT MATTER EXPERT (SERVICE MANAGEMENT) (Senior Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	<p>The bidder should demonstrate that the proposed resource has experience in the last 15 years in developing and recommending implementation plans to provide operational IT Service Management (SM) readiness including but not limited to:</p> <ul style="list-style-type: none"> a) documenting high level processes, b) change management, c) stakeholder management d) Creating/contributing to an option analysis and recommending it to senior management <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p>	15	<p>12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 48 months = 10 points More than 48 months = 15 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has obtained one of the following certifications:</p> <ul style="list-style-type: none"> 1. ITIL Foundation L3. 2. ITIL Intermediate Modules 3. ITIL Managing Across the Lifecycle (MALC) 4. ITIL Expert 5. ITIL Master Qualification 	10	<p>10 points will be awarded for a resource having any one of the identified ITIL certifications</p>			
R.3	<p>The bidder should demonstrate that the proposed resource has experience beyond the experience level identified in M.3 in maintaining an IT service</p>	15	<p>60 months or less = 0 points</p>			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	management roadmap, services enhancement vision/strategy and Service Directory. The experience demonstrated in M3 counts towards the total number of months.		More than 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points More than 84 months = 15 points			
R.4	The bidder should demonstrate that the proposed resource has experience in the last 15 years providing guidance and coaching on all aspects of service and service related efforts with IT Service Management.	15	12 months or less = 0 points More than 12 months to 24 months = 3 points More than 24 months to 36 months = 6 points More than 36 months to 48 months = 9 points More than 48 months to 60 months = 12 points More than 60 months = 15 points			
R.5	The bidder should demonstrate that the proposed resource has experience beyond the experience level identified in M.4 in the last 15 years in all of the following: a) Defining and confirming Business Requirements, Business Use Cases and Business Rules; b) determining budgetary requirements, c) creating/maintaining Service Level Agreements The experience demonstrated in M4 counts towards the total number of months.	15	60 months or less= 0 points More than 60 months to 72 months = 3 points More than 72 months to 84 months = 6 points More than 84 months to 96 months = 9 points More than 96 months to 108 months = 12 points More than 108 months = 15 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.6	<p>The bidder must demonstrate experience beyond the experience level identified in M.5 in the last 15 years designing and conducting gap analysis in order to plan and meet the objectives for achieving IT service enhancements and the integration of other concurrent and related IT initiatives.</p> <p>The experience demonstrated in M5 counts towards the total number of months.</p>	15	<p>60 months or less= 0 points</p> <p>More than 60 months to 72 months = 3 points</p> <p>More than 72 months to 84 months = 6 points</p> <p>More than 84 months to 96 months = 9 points</p> <p>More than 96 months to 108 months = 12 points</p> <p>More than 108 months = 15 points</p>			
R.7	<p>The bidder should demonstrate that the proposed resource has experience in the last 15 years developing and delivering presentations to senior management and stakeholder groups.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p>	15	<p>1 project = 0 points</p> <p>2 or 3 projects = 5 points</p> <p>4 or 5 projects = 10 points</p> <p>6 or more projects = 15 points</p>			
Total Points Available 100						
Minimum Threshold Score To Be Responsive = 70 Points						

1.6.b **2.14 SUBJECT MATTER EXPERT (SERVICE MANAGEMENT)** (Intermediate Level)

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	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	<p>The bidder should demonstrate that the proposed resource has experience in the last 15 years in developing and recommending implementation plans to provide operational IT Service Management (SM) readiness including but not limited to:</p> <ol style="list-style-type: none"> documenting high level processes, change management, stakeholder management Creating/contributing to an option analysis and recommending it to senior management <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p>	15	<p>6 months or less = 0 points More than 6 months to 12 months = 5 points More than 12 months to 24 months = 10 points More than 24 months = 15 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has obtained one of the following certifications:</p> <ol style="list-style-type: none"> ITIL Foundation L3. ITIL Intermediate Modules ITIL Managing Across the Lifecycle (MALC) ITIL Expert ITIL Master Qualification 	10	<p>10 points will be awarded for a resource having any one of the identified ITIL certifications</p>			
R.3	<p>The bidder should demonstrate that the proposed resource has experience beyond the experience level identified in M.3 in maintaining an IT service management roadmap, services enhancement vision/strategy and Service Directory.</p>	15	<p>36 months or less = 0 points More than 36 months to 48 months = 5 points More than 48 months to 60 months = 10 points More than 60 months</p>			

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	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	The experience demonstrated in M3 counts towards the total number of months.		= 15 points			
R.4	The bidder should demonstrate that the proposed resource has experience in the last 15 years providing guidance and coaching on all aspects of service and service related efforts with IT Service Management.	15	6 months or less = 0 points More than 6 months to 12 months = 3 points More than 12 months to 18 months = 6 points More than 18 months to 24 months = 9 points More than 24 months to 30 months = 12 points More than 30 months = 15 points			
R.5	The bidder should demonstrate that the proposed resource has experience beyond the experience level identified in M.4 in the last 15 years in all of the following. a) Defining and confirming Business Requirements, Business Use Cases and Business Rules; b) determining budgetary requirements, c) creating and maintaining Service Level Agreements The experience demonstrated in M.4 counts towards the total number of months.	15	6 months or less = 0 points More than 6 months to 12 months = 3 points More than 12 months to 18 months = 6 points More than 18 months to 24 months = 9 points More than 24 months to 30 months = 12 points More than 30 months = 15 points			
	The bidder must demonstrate experience beyond the experience level identified in M.5 in the last 15 years designing and conducting gap analysis in	15	36 months or less= 0 points			

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	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.6	order to plan and meet the objectives for achieving IT service enhancements and the integration of other concurrent and related IT initiatives. The experience demonstrated in M5 counts towards the total number of months.		More than 36 months to 48 months = 3 points More than 48 months to 60 months = 6 points More than 60 months to 72 months = 9 points More than 72 months to 84 months = 12 points More than 84 months = 15 points			
R.7	The bidder should demonstrate that the proposed resource has experience in the last 15 years developing and delivering presentations to senior management and stakeholder groups. For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.	15	1 project = 0 points 2 projects = 5 points 3 projects = 10 points 4 or more projects = 15 points			
Total Points Available 100						
Minimum Threshold Score To Be Responsive = 60 Points						

1.7.a **2.14 SUBJECT MATTER EXPERT (PROJECT SUPPORT) (Senior Level)**

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	<p>The bidder should demonstrate that the proposed resource has experience as a Subject Matter Expert (Project Support– as defined in section 1.7 of the Statement of Work) within the last 10 years over and above the 1 project referenced in Mandatory Requirement M.2.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 12 consecutive months.</p> <p>The experience demonstrated in M2 counts towards the total number of projects.</p>	10	<p>0 or 1 project = 0 points 2 projects = 5 points 3 or more projects = 10 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has conducted project management capacity reviews of an organization's capability to manage a capital project valued at \$10 Million (CDN) or more at the time of the review.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months within the last 10 years.</p> <p>Additional points are awarded if the reviews incorporated the TBS Organizational Project Management Capacity Assessment (OPMCA) framework.</p>	20	<p>0 projects = 0 points 1 Project = 5 points 2 Projects =10 points</p> <p>Up to 10 additional points if OPMCA framework was incorporated in the referenced projects (5 additional points per project).</p>			
R.3	<p>The Bidder should demonstrate that the proposed resource has experience within the last 10 years providing recommendations to Senior Management on projects where the resource</p>	15	<p>1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points</p>			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	worked on each project(s) for a minimum of three (3) consecutive months Projects may be on-going.					
R.4	The Bidder should demonstrate that the proposed resource has experience within the last 10 years as a Subject Matter Expert (Project Support) responsible for managing stakeholder relations on projects where the proposed resource worked on each project for a minimum of three (3) consecutive months with all of the following: a) internal stakeholders, b) external government stakeholder(s), and c) external private sector stakeholder(s).	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.5	The Bidder should demonstrate that the proposed resource has experience within the last 10 years preparing the following project deliverables where the resource worked on each project for a minimum of six (6) consecutive months as the Subject Matter Expert: a) Project Dashboards, and b) Earned Value Reports	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.6	The Bidder should demonstrate that the proposed resource has experience within the last 15 years managing and providing guidance and recommendations for the design, development, test, execution, implementation and post implementation support phases on projects in excess of \$5M with both internal and external stakeholders.	20	24 months or less = 0 points More than 24 months to 48 months = 5 points More than 48 months to 72 months = 10 points More than 72 months to 96 months = 15 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
			More than 96 moths = 20 points			
R.7	The Bidder should demonstrate that the proposed resource has experience within the last 10 years preparing Project Charters or Business Cases and presenting them to Senior Management where the resource worked on each project for a minimum of four (4) consecutive months.	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.8	<p>The Bidder should demonstrate that the proposed resource has a valid professional project management certification in at least two of the following:</p> <ol style="list-style-type: none"> 1. PMI's Project Management Professional (PMP) 2. PRINCE2 3. Certified associate in project management (CAPM) 4. CompTIA Project+ 5. Master Project Administrator(MPM) 6. Certified Project Administrator(CPM) 7. Associate in Project Management (APM) 8. Professional in Project Management (PPM) <p>A copy of the certificate is required as evidence and should be provided with the bidder's response to the TA.</p>	15	Two or more valid certifications = 15 points			
Total Points Available 125						

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
Minimum Threshold Score To Be Responsive = 87 Points						

1.7.b 2.14 SUBJECT MATTER EXPERT (PROJECT SUPPORT) (Intermediate Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	<p>The bidder should demonstrate that the proposed resource has experience as a Subject Matter Expert (Project Support– as defined in section 1.7 of the Statement of Work) within the last 10 years over and above the 1 project referenced in Mandatory Requirement M.2.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p> <p>The experience demonstrated in M2 counts towards the total number of projects.</p>	10	<p>0 or 1 project = 0 points 2 projects = 5 points 3 or more projects = 10 points</p>			
R.2	<p>The Bidder should demonstrate that the proposed resource has conducted project management capacity reviews of an organization's capability to manage a capital project valued at \$5 Million (CDN) or more at the time of the review.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum</p>	20	<p>0 projects = 0 points 1 Project = 5 points 2 Projects =10 points</p> <p>Up to 10 additional points if OPMCA framework was incorporated in the referenced projects (5</p>			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	of 6 consecutive months within the last 10 years. Additional points are awarded if the reviews incorporated the TBS Organizational Project Management Capacity Assessment (OPMCA) framework.		additional points per project).			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 10 years providing recommendations to Senior Management on projects where the resource worked on each project(s) for a minimum of three (3) consecutive months. Projects may be on-going.	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.4	The Bidder should demonstrate that the proposed resource has experience within the last 10 years as a Subject Matter Expert (Project Support) responsible for managing stakeholder relations on projects where the proposed resource worked on each project for a minimum of three (3) consecutive months with all of the following: a) internal stakeholders, b) external government stakeholder(s), and c) external private sector stakeholder(s).	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.5	The Bidder should demonstrate that the proposed resource has experience within the last 10 years preparing the following project deliverables where the resource worked on each project for a minimum of six (6) consecutive months as the Subject Matter Expert:	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	a) Project Dashboards, and b) Earned Value Reports					
R.6	The Bidder should demonstrate that the proposed resource has experience within the last 15 years managing and providing guidance and recommendations for the design, development, test, execution, implementation and post implementation support phases on projects in excess of \$2M with both internal and external stakeholders.	20	12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 36 months = 10 points More than 36 months to 48 months = 15 points More than 48 months = 20 points			
R.7	The Bidder should demonstrate that the proposed resource has experience within the last 10 years preparing Project Charters or Business Cases and presenting them to Senior Management where the resource worked on each project for a minimum of four (4) consecutive months	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.9	The Bidder should demonstrate that the proposed resource has a valid professional project management certification in at least two of the following: 1. PMI's Project Management Professional (PMP) 2. PRINCE2 3. Certified associate in project management (CAPM) 4. CompTIA Project+ 5. Master Project Administrator(MPM) 6. Certified Project Administrator(CPM) 7. Associate in Project Management (APM)	15	Two or more valid certifications = 15 points			

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					Score	Comments
	8. Professional in Project Management (PPM) A copy of the certificate must be provided.					
Total Points Available 125						
Minimum Threshold Score To Be Responsive = 75 Points						

1.8.a 2.6 CHANGE MANAGEMENT CONSULTANT (Senior Level)

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					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience in excess of 8 years within the last 20 years as a Change Management Consultant.	10	96 months or less = 0 points More than 96 months to 120 months = 2 points More than 120 months to 144 months = 4 points More than 144 to 168 months = 6 points More than 168 to 192 months = 8 points More than 192 months = 10 points			
R.2	The Bidder should demonstrate that the proposed resource has experience within the last 10 years over and above M2 as a Change Management Consultant on large business transformation projects where the resource performed that role for a minimum of 6 consecutive months on each project. The project demonstrated in M2 qualifies as one of the projects.	10	1 project = 0 points 2 projects = 5 points 3 or more projects = 10 points			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 10 years presenting change management plans and recommendations to Senior Management on projects where the resource worked on each of these projects for a minimum of 6 consecutive months	15	1 Project = 5 points 2 Projects = 10 points 3 Projects = 15 points			

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					Score	Comments
	Projects may be on-going.					
R.4	The Bidder should demonstrate that the proposed resource has experience within the last 10 years as a Change Management Consultant responsible for managing change on projects where the proposed resource worked on each reference project for a minimum of 3 consecutive months as a Change Management Consultant with all of the following: 1. internal stakeholders, 2. external government stakeholder(s), and 3. external private sector stakeholder(s).	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.5	The Bidder should demonstrate that the proposed resource has a valid certification in recognized change management methodologies. Examples of recognized change management methodologies include Kotter, Prosci, and Six Sigma. A copy of the certificate must be provided.	20	1 valid Certification = 10 points 2 or more valid Certifications = 20 points			
R.6	The Bidder should demonstrate that the proposed resource has experience within the last 15 years employing a recognized change management methodology. Examples of recognized change management methodologies include Kotter, Prosci, and Six Sigma.	20	24 months or less = 0 points More than 24 months to 48 months = 5 points More than 48 months to 72 months = 10 points More than 72 months to 96 months = 15 points More than 96 months = 20 points			

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					Score	Comments
R.7	<p>The Bidder should demonstrate that the proposed resource has experience within the last 15 years in change management including completion of at least 5 of the following tasks in each project:</p> <ol style="list-style-type: none"> 1. Assessing organizational and team change readiness, 2. Assessment of current state processes and operational performance, 3. Root cause analysis, 4. Development of enterprise change strategies and change plans 5. Stakeholder assessments, 6. Sponsor evaluations and impact assessments, 7. Communication and training strategies. 	20	<p>12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 36 months = 10 points More than 36 months to 48 months = 15 points More than 48 months = 20 points</p>			
R.8	<p>The Bidder should demonstrate that the proposed resource has relevant experience within the last 10 years as a Change Management Consultant within a public sector organization where the resource worked on each referenced project for a minimum of 3 consecutive months.</p>	10	<p>1 project = 5 points 2 or more projects = 10 points</p>			
R.9	<p>The Bidder should demonstrate that the proposed resource has experience within the last 15 years in addition to the project identified in Mandatory Requirement M.5 on large IT projects developing and implementing change management plans with linkages to performance measurement.</p> <p>For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months.</p>	15	<p>1 Project = 5 points 2 Projects = 10 points 3 Projects = 15 points</p>			

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					Score	Comments
	The project identified in M.5 does not count against this requirement.					
R.10	The Bidder must demonstrate that the proposed resource has experience within the last 10 years in presenting change management plans and recommendations to project stakeholders external to the senior management sponsor, on large IT projects where the resource worked on each of these projects for a minimum of 6 consecutive months. Projects may be on-going.	15	1 Project = 5 points 2 Projects = 10 points 3 Projects = 15 points			
Total Points Available = 150						
Minimum Threshold Score To Be Responsive = 105 Points						

1.8.b 2.6 CHANGE MANAGEMENT CONSULTANT (Intermediate Level)

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience has experience in excess of 2 years within the last 10 years as a Change Management Consultant.	10	24 months or less = 0 points More than 24 months to 48 months = 2 points More than 48 months to 72 months = 4 points More than 72 to 96 months = 6 points More than 96 to 120 months = 8 points More than 120 months = 10 points			
R.2	The Bidder should demonstrate that the proposed resource has experience within the last 10 years over and above M2 as a Change Management Consultant on large business transformation projects where the resource performed that role for a minimum of 6 consecutive months on each project. The project demonstrated in M2 qualifies as one of the projects.	10	1 project = 0 points 2 projects = 5 points 3 or more projects = 10 points			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 10 years presenting change management plans and recommendations to Senior Management on projects where the resource worked on each of these projects for a minimum of 6 consecutive months	15	1 Project = 5 points 2 Projects = 10 points 3 Projects = 15 points			

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					Score	Comments
	Projects may be on-going.					
R.4	The Bidder should demonstrate that the proposed resource has experience within the last 10 years as a Change Management Consultant responsible for managing change on projects where the proposed resource worked on each reference project for a minimum of 3 consecutive months as a Change Management Consultant with all of the following: 1. internal stakeholders, 2. external government stakeholder(s), and 3. external private sector stakeholder(s).	15	1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.5	The Bidder should demonstrate that the proposed resource has a valid certification in recognized change management methodologies. Examples of recognized change management methodologies include Kotter, Prosci, and Six Sigma. A copy of the certificate is required as evidence and should be provided with the bidder's proposal.	20	1 valid Certification = 10 points 2 or more valid Certifications = 20 points			
R.6	The Bidder should demonstrate that the proposed resource has experience within the last 15 years employing a recognized change management methodology.	20	12 months or less = 0 points More than 12 months to 24 months = 5 points More than 24 months to 36 months = 10 points More than 36 months to 48 months = 15 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
	Examples of recognized change management methodologies include Kotter, Prosci, and Six Sigma.		More than 48 months = 20 points			
R.7	The Bidder should demonstrate that the proposed resource has experience within the last 15 years in change management including completion of at least 5 of the following tasks in each project: 1. Assessing organizational and team change readiness, 2. Assessment of current state processes and operational performance, 3. Root cause analysis, 4. Development of enterprise change strategies and change plans 5. Stakeholder assessments, 6. Sponsor evaluations and impact assessments, 7. Communication and training strategies.	20	6 months or less = 0 points More than 6 months to 12 months = 5 points More than 12 months to 18 months = 10 points More than 18 months to 24 months = 15 points More than 24 months = 20 points			
R.8	The Bidder should demonstrate that the proposed resource has relevant experience within the last 10 years as a Change Management Consultant within a public sector organization where the resource worked on each referenced project for a minimum of 3 consecutive months.	10	0 projects = 0 points 1 project = 5 points 2 or more projects = 10 points			
R.9	The Bidder should demonstrate that the proposed resource has experience within the last 15 years in addition to the project identified in Mandatory Requirement M.5 on large IT projects developing and implementing change management plans with linkages to performance measurement.	15	0 projects = 0 points 1 Project = 5 points 2 Projects = 10 points 3 Projects = 15 points			

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					Score	Comments
	For project experience to qualify, the resource must have worked on each project for a minimum of 6 consecutive months. The project identified in M.5 does not count against this requirement.					
R.10	The Bidder must demonstrate that the proposed resource has experience within the last 10 years in presenting change management plans and recommendations to project stakeholders external to the senior management sponsor, on large IT projects where the resource worked on each of these projects for a minimum of 6 consecutive months. Projects may be on-going.	15	0 projects = 0 points 1 Project = 5 points 2 Projects = 10 points 3 Projects = 15 points			
Total Points Available = 150						
Minimum Threshold Score To Be Responsive = 90 Points						

1.9.a 1.9 PROJECT ADMINISTRATOR (Senior Level)

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					Score	Comments
R.1	The Bidder should demonstrate the proposed resource's experience in project administration. This experience must have been within the last 15 years.	30	96 months or less = 0 points More than 96 months to 108 months = 20 points More than 108 months to 120 months = 25 points More than 120 months = 30 points			
R.2	The Bidder should demonstrate that the proposed resource has completed a Post-Secondary Education from a recognized institution in a related field of IM/IT. A copy of the certificate must be provided.	25	Points for proof of education, as follows: No diploma provided = 0 points College diploma copy provided = 15 points University degree copy provided = 25 points			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 15 years in the maintenance of a project management office.	10	12 months or less = 0 points More than 12 months to 24 months = 2 points More than 24 months to 36 months = 4 points More than 36 months to 48 months = 6 points More than 48 months to 72 months = 8			

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					Score	Comments
			More than 72 months = 10 points			
R.4	The Bidder should demonstrate that the proposed resource has experience within the last 15 years in documenting meeting notes and tracking project change requests within a program support area.	10	12 months or less= 0 points More than 12 months to 24 months = 2 points More than 24 months to 36 months = 4 points More than 36 months to 60 months = 6 points More than 60 months to 84 months = 8 points More than 84 months = 10 points			
Total Points Available 75						
Minimum Threshold Score To Be Responsive = 52 Points						

1.9.b 3.1 PROJECT ADMINISTRATOR (Intermediate Level)

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate the proposed resource's experience in project administration. This experience must have been within the last 15 years.	30	48 months or less = 0 points More than 48 months to 60 months = 10 points More than 60 months to 72 months = 20 points More than 72 months = 30 points			
R.2	The Bidder should demonstrate that the proposed resource has completed a Post-Secondary Education from a recognized institution in a related field of IM/IT. A copy of the certificate is required as evidence and should be provided with the bidder's response to the TA.	25	Points for proof of education, as follows: No diploma provided = 0 points College diploma copy provided = 15 points University degree copy provided = 25 points			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 15 years in the maintenance of a project management office.	10	6 months or less = 0 points More than 6 months to 12 months = 2 points More than 12 months to 18 months = 4 points More than 18 months to 24 months = 6 points More than 24 months to 30 months = 8 points More than 30 months = 10 points			

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.4	The Bidder should demonstrate that the proposed resource has experience within the last 15 years in documenting meeting notes and tracking project change requests within a program support area.	10	6 months or less= 0 points More than 6 months to 12 months = 2 points More than 12 months to 18 months = 4 points More than 18 months to 24 months = 6 points More than 24 months to 30 months = 8 points More than 30 months = 10 points			
Total Points Available 75						
Minimum Threshold Score To Be Responsive = 45 Points						

1.9.c 3.1 PROJECT ADMINISTRATOR (Junior Level)

N/A (Must achieve Junior level score on Flexible Grid)

1.10.a 3.6 RISK MANAGEMENT SPECIALIST (Senior Level)

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#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience within the last 15 years conducting risk assessments developing risk mitigation plans and performing risk management activities within Federal, Provincial or Municipal Government organizations or Crown Corporations.	25	36 months or less = 0 points More than 36 months to 60 months = 10 points More than 60 months to 84 months =15 points More than 84 months to 108 months = 20 points More than 108 months = 25 points			
R.2	The Bidder should demonstrate that the proposed resource has experience within the last 5 years presenting recommendations to clients, either at a project manager or director level where the resource worked on each referenced project for a minimum of 3 consecutive months.	20	Project Management Level = 10 points Director Level or above = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 15 years over and above the experience required by M3, assessing and verifying project risks with respect to the technical and functional requirements for implementing IT projects. The experience demonstrated in M3 counts towards the total number of months.	20	60 months or less = 0 points More than 60 to 72 months = 5 points More than 72 to 84 months = 10 points More than 84 months to 96 months = 15 points More than 96 months = 20 points			
Total Points Available 65						

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					Score	Comments
Minimum Threshold Score To Be Responsive = 45 Points						

1.10.b 3.6 RISK MANAGEMENT SPECIALIST (Intermediate Level)

#	POINT RATED CRITERIA	Max Score	Point Grid	Bidder Response and Self Score (explain how points are obtained and reference location in response against the TA)	CBSA Project Authority Scoring and comments**	
					Score	Comments
R.1	The Bidder should demonstrate that the proposed resource has experience within the last 15 years conducting risk assessments developing risk mitigation plans and performing risk management activities within Federal, Provincial or Municipal Government organizations or Crown Corporations.	25	18 months or less = 0 points More than 18 months to 30 months = 10 points More than 30 months to 42 months = 15 points More than 42 months to 54 months = 20 points More than 54 months = 25 points			
R.2	The Bidder should demonstrate that the proposed resource has experience within the last 5 years presenting recommendations to clients, either at a project manager or director level where the resource worked on each referenced project for a minimum of 3 consecutive months.	20	Project Management Level = 10 points Director Level or above = 20 points			
R.3	The Bidder should demonstrate that the proposed resource has experience within the last 15 years over and above the experience required by M3, assessing and verifying project risks with respect	20	36 months or less = 0 points More than 36 to 48 months = 5 points			

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					Score	Comments
	to the technical and functional requirements for implementing IT projects. The experience demonstrated in M3 counts towards the total number of months.		More than 48 to 60 months = 10 points More than 60 months to 72 months = 15 points More than 72 months = 20 points			
Total Points Available 65						
Minimum Threshold Score To Be Responsive = 39 Points						

1.11.a 2.1 BUSINESS ANALYST (Senior Level)

Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over ten (10) years' experience as a Business Analyst as defined in Section 1.11 of Appendix A to Annex A. .	20	120 months or less = 0 points More than 120 months to 132 months = 4 points More than 132 months to 144 months = 8 points More than 144 months 156 months = 12 points			

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			More than 156 months to 168 months = 16 points More than 168 months = 20 points			
R.2	<p>The Contractor should demonstrate that the proposed resource has experience performing business analysis of functional requirements to identify information, procedures and decision flows, in addition to the experience required in M.2.</p> <p>The experience demonstrated in M.2 counts towards the number of months of experience required in R.2.</p>	20	<p>120 months or less = 0 points More than 120 months to 132 months = 4 points More than 132 months to 144 months = 8 points More than 144 months to 156 months = 12 points More than 156 months to 168 months = 16 points More than 168 months = 20 points</p>			
R.3	<p>The Contractor should demonstrate that the proposed resource has experience developing process analysis and functional specifications to support the development of automated business processes, in addition to the experience required in M.5.</p>	10	<p>36 months or less = 0 points More than 36 months to 60 months = 4 points</p>			

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	The experience demonstrated in M.5 counts towards the number of months of experience required in R.3.		More than 60 months to 84 months = 6 points More than 84 months to 108 months = 8 points More than 108 months = 10 points			
R.4	The Contractor should demonstrate that the proposed resource has experience analyzing data leading to the development of data models, data dictionaries and schemas, in addition to the experience required in M.6. The experience demonstrated in M.6 counts towards the number of months of experience required in R.4.	10	36 months or less = 0 points More than 36 months to 60 months = 4 points More than 60 months to 84 months = 6 points More than 84 months to 108 months = 8 points More than 108 months = 10 points			
R.5	The Contractor should demonstrate that the proposed resource has experience meeting and presenting project goals, status and issues to senior management.	10	24 months or less = 0 points More than 24 months to 42 months = 2 points			

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			More than 42 months to 60 months = 4 points More than 60 months to 78 months = 6 points More than 78 months to 96 months = 8 points More than 96 months = 10 points			
R.6	The Contractor should demonstrate that the proposed resource has experience conducting interviews and workshops with both business and technical communities.	10	24 months or less = 0 points More than 24 months to 42 months = 2 points More than 42 months to 60 months = 4 points More than 60 months to 78 months = 6 points More than 78 months to 96 months = 8 points			

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			More than 96 months = 10 points			
Total Points Available						80
Required Minimum Score						56

1.11.B 2.1 BUSINESS ANALYST (Intermediate Level)

Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over five (5) years' experience as a Business Analyst as defined in Section 1.11 of Appendix A to Annex A. .	20	60 months or less = 0 points More than 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points More than 84 months to 96 months = 15 points More than 96 months = 20 points			

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R.2	<p>The Contractor should demonstrate that the proposed resource has experience gathering high level business requirements, including preparing supporting material for workshops and interviews.</p> <p>Each Project must have had a duration of 6 months or more.</p>	20	<p>0 project = 0 points 1 project = 5 points 2 projects = 10 points; 3 projects = 15 points; 4 or more projects = 20 points.</p>			
R.3	<p>The Contractor should demonstrate that the proposed resource has experience analyzing and making recommendations on business improvement processes and business solutions.</p> <p>To qualify, a Project / Assignment must be a minimum of 6 months full time duration.</p>	20	<p>0 projects = 0 points 1 project = 5 points 2 projects = 10 points; 3 projects = 15 points; 4 or more projects = 20 points.</p>			
R.4	<p>The Contractor should demonstrate that the proposed resource has experience analyzing data leading to the development of data models, data dictionaries and schemas, in addition to the experience required in M.2.</p> <p>The experience demonstrated in M.2 counts towards the number of months of experience required in R.4.</p>	20	<p>36 months or less = 0 points More than 36 months to 48 months = 5 points More than 48 months to 60 months = 10 points More than 60 months to 72</p>			

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			months = 15 points More than 72 months = 20 points			
Total Points Available						80
Required Minimum Score						48

1.12.a 2.8 BUSINESS ARCHITECT (Senior Level)

Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over ten (10) years' experience performing the tasks as a Business Architect as defined in Section 1.12 of Appendix A to Annex A.	25	120 months or less = 0 points More than 120 months to 132 months = 5 points More than 132 months to 144 months = 10 points More than 144 months to 156 months = 15 points More than 156 months to 168 months = 20 points			

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			More than 168 months = 25 points			
R.2	The Contractor should demonstrate that the proposed resource has experience working with, interpreting and applying Layered Enterprise Architecture Development (LEAD) Enterprise Standards.	5	12 months or less = 0 points More than 12 months = 5 points			
R.3	The Contractor should demonstrate that the proposed resource has project experience, with performing gap analysis between business goals and planned solutions to identify areas for project/porfolio alignment. .	20	0 additional projects = 0 points 1 or 2 additional projects = 5 points 3 or 4 additional projects = 10 points 5 or 6 additional projects = 15 points more than 6 additional projects = 20 points			
R.4	The Contractor should demonstrate that the proposed resource has experience as a Business Architect, as defined in Section 1.12 of Appendix A to Annex A, on large IT business transformation projects. To be considered responsive, the resource must have performed this role for a	20	0 projects = 0 points 1 or 2 projects = 5 points 3 or 4 projects = 10 points 5 or 6 projects = 15 points			

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	minimum of 6 consecutive months on the project.		>6 projects = 20 points			
R.5	<p>The Contractor should demonstrate that the proposed resource has experience as a Business Architect, as defined in Section 1.12 of Appendix A to Annex A, in addition to the experience required in M.4. in a Crown corporation, Federal, Provincial or Municipal government</p> <p>The experience demonstrated in M.4 counts towards the number of months of experience required in R.5.</p>	20	<p>60 months or less= 0 points</p> <p>More than 60 months to 72 months = 5</p> <p>More than 72 months to 84 months = 10 points</p> <p>More than 84 months to 96 months = 15 points</p> <p>More than 96 months to 108 =</p> <p>More than 108 months = 20 points</p>			
Total Points Available						90
Required Minimum Score						63

1.13.a 2.5 BUSINESS PROCESS CONSULTANT (Senior Level)

Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over ten (10) years' experience as a Business Process	25	<p>120 months or less = 0 points</p> <p>More than 120 months to 132</p>			

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	Consultant, as defined in Section 1.13 of Appendix A to Annex A.		months = 5 points More than 132 months to 144 months = 10 points More than 144 months 156 months = 15 points More than 156 months 168 months = 20 points More than 168 months = 25 points			
R.2	The Contractor should demonstrate that the proposed resource has a Master's Degree in Business Administration (MBA) obtained through a recognized post-secondary institution. A copy of the degree must be provided.	20	The Contractor will receive twenty (20) points for an MBA			
R.3	The Contractor should demonstrate that the proposed resource has experience, within the 10 years preceding the issue date of the applicable TA, identifying and documenting potential processes for streamlining to gain efficiencies on large IT transformation projects, in addition to the experience required in M.2. The experience must have had been as a Business Process Re-Engineering	20	Less than 60 months = 0 points 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points More than 84 months to 96			

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	<p>Consultant, as defined in Section 6. (a) of Appendix A to Annex A.</p> <p>The projects must have had a value of \$10M or more.</p> <p>The experience demonstrated in M.2 counts towards the number of months of experience required in R.3.</p>		<p>months = 15 points</p> <p>More than 84 months = 20 points</p>			
R.4	<p>The Contractor should demonstrate that the proposed resource has experience, within the 2 years preceding the issue date of the applicable TA, developing material for presentations and presenting to senior government management.</p> <p>For each presentation the Contractor must provide the following information:</p> <ul style="list-style-type: none"> i. Topic of presentation; and ii. Level of attendees (e.g. Director General). 	25	<p>0 presentations = 0 points</p> <p>1 to 3 presentations = 5 points</p> <p>4 to 6 presentations = 10 points</p> <p>7 to 9 presentations = 15 points</p> <p>10 to 12 presentations = 20 points</p> <p>More than 12 presentations = 25 points</p>			
R.5	<p>The Contractor should demonstrate that the proposed resource has experience developing and implementing a Performance Measurement Framework, including baseline Key Performance Indicators (KPIs), reporting format and dashboards, in support of a large IT</p>	20	<p>0 projects = 0 points</p> <p>1 project = 5 points</p> <p>2 projects = 10 points</p> <p>3 projects = 15 points</p>			

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	Transformation projects with project values in excess of \$10M.		4 or more projects = 20 points			
R.6	The Contractor should demonstrate that the proposed resource has experience on large IT Transformation projects, with project values in excess of \$10M, where the resource performed financial analytics and developed supporting cost models demonstrating value creation and cost savings.	20	0 projects = 0 points 1 project = 5 points 2 projects = 10 points 3 projects = 15 points 4 or more projects = 20 points			
R.7	The Contractor should demonstrate that the proposed resource has received Certification in TOGAF 9.x or higher at Level 2 or TOGAF 9.x or higher at Level 1. A copy of the Certificate must be provided.	20	No TOGAF Certification = 0 points TOGAF 9.x or higher Level 1 = 10 points TOGAF 9.x or higher Level 2 = 20 points			
Total Points Available						150
Required Minimum Score						105

1.13.b 2.5 BUSINESS PROCESS CONSULTANT (Intermediate Level)

Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments

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R.1	The Contractor should demonstrate that the proposed resource has over five (5) years' experience Business Process Consultant as defined in Section 1.13 of Appendix A to Annex A.	20	60 months or less = 0 points More than 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points More than 84 months to 96 months = 15 points More than 96 months = 20 points			
R.2	The Contractor should demonstrate that the proposed resource has a Master's Degree in Business Administration (MBA) obtained through a recognized post-secondary institution. A copy of the degree must be provided.	20	The Contractor will receive twenty (20) points for an MBA			
R.3	The Contractor should demonstrate that the proposed resource has experience as a Business Process Consultant, as defined in Section 1.13 of Appendix A to Annex A, where the proposed resource identified and documented potential processes for streamlining to gain efficiencies on large IT transformation projects with project values	25	24 months or less= 0 points More than 24 to 36 months = 5 points More than 36 to 48 months = 10 points			

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	<p>in excess of \$10M in addition to the experience required in M.2.</p> <p>The experience demonstrated in M.2 counts towards the number of months of experience required in R.3.</p>		<p>More than 48 to 60 months = 15 points</p> <p>60 months to 72 months = 20 points</p> <p>More than 72 months = 25 points</p>			
R.4	<p>The Contractor should demonstrate that the proposed resource has experience, within the 2 years preceding the issue date of the applicable TA, developing material for presentations and presenting to senior government management.</p> <p>For each presentation the Contractor will provide the following information:</p> <ul style="list-style-type: none"> i. Topic of presentation; and ii. Level of attendees (e.g. Director General) 	20	<p>0 presentations = 0 points</p> <p>1 to 3 presentations = 5 points</p> <p>4 to 6 presentations = 10 points</p> <p>7 to 9 presentations = 15 points</p> <p>10 or more presentations = 20 points</p>			
R.5	<p>The Contractor should demonstrate that the proposed resource has experience developing and implementing a Performance Measurement Framework, including baseline Key Performance Indicators (KPIs), reporting format and dashboards, in support of large IT Transformation projects with project values in excess of \$10M.</p>	20	<p>0 projects = 0 points</p> <p>1 project = 5 points</p> <p>2 projects = 10 points</p> <p>3 projects = 15 points</p> <p>4 projects = 20 points</p>			

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R.6	The Contractor should demonstrate that the proposed resource has experience on large IT Transformation projects, with project values in excess of \$10M, where the resource performed financial analytics and developed supporting cost models demonstrating value creation and cost savings.	20	0 projects = 0 points 1 project = 5 points 2 projects = 10 points 3 projects = 15 points 4 or more projects = 20 points			
Total Points Available						125
Required Minimum Score						75

1.14.a 3.2 PROJECT MANAGER (SENIOR Level)

Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over ten (10) years' experience as a Project Manager as defined in Section 1.15 of Appendix A to Annex A.	20	120 months or less = 0 points More than 120 months to 132 months = 4 points More than 132 months to 144			

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			months = 8 points More than 144 months to 156 months = 12 points More than 156months to 168 months = 16 points More than 168 months = 20 points			
R.2	The Contractor should demonstrate that the proposed resource has experience as a Project Manager in a Crown corporation, Federal, Provincial or Municipal government organization, as defined in Section 1.15 of Appendix A to Annex A in addition to the experience required in M.3. The experience demonstrated in M.3 counts towards the number of months of experience required in R.2.	15	24 months or less = 0 points More than 24 months to 36 months = 5 points More than 36 months to 48 months = 10 points More than 48 months to 60 months 15 points More than 60 months = 20 points			
R.3	The Contractor should demonstrate that the proposed resource has additional experience to the 1 project referenced in M.4 as a Project Manager on large business transformation projects that utilize	15	1 additional project = 5 points 2 additional projects = 10 points			

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	<p>IT as a business enabler within the last 10 years preceding the issue date of the applicable TA.</p> <p>The experience demonstrated in M.4 does not count towards the number of projects required in R.3.</p> <p>To qualify, the resource must have performed this role for a minimum of 6 consecutive months on the project.</p> <p>Project may be on-going.</p>		<p>3 additional or more projects = 15 points</p>			
R.4	<p>The Contractor should demonstrate that the proposed resource has experience as a Project Manager, as defined in Section 1.15 of Appendix A to Annex A, managing stakeholder relations on projects with all of the following:</p> <ul style="list-style-type: none"> i. internal stakeholders; ii. external government stakeholder(s); and iii. external private sector stakeholder(s). <p>To be accepted, the Contractor should identify the stakeholder and the stakeholder's responsibility and provide an explanation regarding the role played by the resource in support of the stakeholder responsibility.</p> <p>The proposed resource must have worked on the project(s) for a minimum of six (6) consecutive months as the Project Manager for the project to qualify.</p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			

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R.5	<p>The Contractor should demonstrate that the proposed resource has experience in business architecture methods.</p> <p>Within each project summary provided, the Contractor must provide a brief description of the business architecture methodology followed and its impact on the project outcomes.</p> <p>For the project to qualify the proposed resource must have worked on the reference project for a minimum of six (6) consecutive months and the reference project must have a value of \$10 million dollars (CDN) or more.</p> <p>Project may be on-going</p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.6	<p>The Contractor should demonstrate that the proposed resource has experience managing and providing guidance and recommendations for the entire project life cycle including planning, design, development, test, execution, implementation and post implementation support phases on a project with both internal and external stakeholders.</p> <p>To be accepted, the Contractor should identify the stakeholder and the stakeholder's responsibility and provide an explanation regarding the role played by the resource in support of the stakeholder responsibility.</p>	20	<p>12 months or less = 0 points</p> <p>More than 12 months to 24 months = 5 points</p> <p>More than 24 months to 36 months = 10 points</p> <p>More than 36 months to 48 months = 15 points</p> <p>More than 48 months = 20 points</p>			

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	To qualify, the reference project must have a value of \$10 million dollars (CDN) or more.					
R.7	The Contractor should demonstrate that the proposed resource has experience, within the 10 years preceding the issue date of the applicable TA, preparing project charters or business cases and presenting them to Senior Management. The proposed resource is to have worked on the reference project for a minimum of four (4) consecutive months for the project to qualify. Project may be on-going	15	0 Projects = 0 points 1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points			
R.8	The proposed resource should have obtained one of the following certifications: i. PMI's Project Management Professional (PMP) certification; ii. PRINCE2 certification; iii. Masters Certification in Project Management; iv. Certified Management Consultant (CMC); or v. Change Management Certification. A copy of the Certificate must be provided.	15	No demonstration of any of the certifications or educational requirements = 0 points Valid Certification = 15 points			
Total Points Available						130
Required Minimum Score						91

1.14.b 3.2 PROJECT MANAGER (INTERMEDIATE Level)

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Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over five (5) years' experience as a Project Manager as defined in Section 1.15 of Appendix A to Annex A.	20	60 months or less = 0 points More than 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points More than 84 months to 96 months = 15 points More than 96 months = 20 points			
R.2	The Contractor should demonstrate that the proposed resource has experience as a Project Manager in a Crown Corporation or a Federal, Provincial or Municipal government organization as defined in Section 1.15 of Appendix A to Annex A in addition to the experience required in M.3. The experience demonstrated in M.3 counts towards the number of months of experience required in R.2.	15	12 months or less = 0 points More than 12 months to 18 months = 5 points More than 18 months to 24 months = 10 points More than 24 months to 30 months = 15 points			

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			More than 30 months = 20 points			
R.3	<p>The Contractor should demonstrate that the proposed resource has additional experience to the 1 project referenced in M.4 as a Project Manager on large business transformation projects that utilize IT as a business enabler. The experience must have been within the 10 years preceding the issue date of the applicable TA.</p> <p>To qualify, the resource must have performed this role for a minimum of 6 consecutive months on the project. Project may be on-going.</p>	15	<p>1 additional project = 5 points 2 additional projects = 10 points 3 or more additional projects = 15 points</p>			
R.4	<p>The Contractor should demonstrate that the proposed resource has experience as a Project Manager, as defined in Section 13. (a) of Appendix A to Annex A, managing stakeholder relations on projects with all of the following:</p> <ul style="list-style-type: none"> i. internal stakeholders; ii. external government stakeholder(s); and iii. external private sector stakeholder(s). <p>To be accepted, the Contractor should identify the stakeholder and the stakeholder's responsibility and provide an explanation regarding the role played by</p>	15	<p>0 Projects = 0 points 1 Project = 5 points 2 Projects = 10 points 3 or more Projects = 15 points</p>			

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	<p>the resource in support of the stakeholder responsibility.</p> <p>The proposed resource must have worked on the project(s) for a minimum of six (6) consecutive months as the Project Leader / Executive for the project to qualify.</p>					
R.5	<p>The Contractor should demonstrate that the proposed resource has experience in business architecture methods.</p> <p>Within each project summary provided, the Contractor should provide a brief description of the business architecture methodology followed and its impact on the project.</p> <p>For the project to qualify the proposed resource must have worked on the reference project for a minimum of six (6) consecutive months and the reference project must have a value of \$10 million dollars (CDN) or more.</p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.6	<p>The Contractor should demonstrate that the proposed resource has experience managing and providing guidance and recommendations for the entire project life cycle including planning, design, development, test, execution, implementation and post implementation support phases on a project with both internal and external stakeholders.</p> <p>To be accepted, the Contractor should identify the stakeholder and the stakeholder's responsibility and provide an</p>	20	<p>12 months or less = 0 points</p> <p>More than 12 months to 24 months = 5 points</p> <p>More than 24 months to 36 months = 10 points</p> <p>More than 36 months to 48</p>			

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	<p>explanation regarding the role played by the resource in support of the stakeholder responsibility.</p> <p>To qualify, the reference project must have a value of \$10 million dollars (CDN) or more.</p>		<p>months = 15 points</p> <p>More than 48 months = 20 points</p>			
R.7	<p>The Contractor should demonstrate that the proposed resource has experience, within the last 10 years preceding the issue date of the applicable TA, preparing project charters or business cases and presenting them to Senior Management. The proposed resource is to have worked on the reference project for a minimum of four (4) consecutive months for the project to qualify.</p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.8	<p>The proposed resource should have obtained one of the following certifications:</p> <ul style="list-style-type: none"> i. PMI's Project Management Professional (PMP) certification; ii. PRINCE2 certification; iii. Masters Certification in Project Management; iv. Certified Management Consultant (CMC); and v. Change Management Certification. <p>A copy of the Certificate must be provided.</p>	15	<p>No demonstration of any of the certifications or educational requirements = 0 points</p> <p>Valid Certification = 15 points</p>			
Total Points Available						130
Required Minimum Score						78

1.15.a 3.3 PROJECT LEADER/EXECUTIVE (SENIOR Level)

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Criteria ID #	Point-Rated Requirements	Max Score	Point Grid	Contractor's Substantiation and Self-score	CBSA Project Authority Scoring and Comments	
					Score	Comments
R.1	The Contractor should demonstrate that the proposed resource has over ten (10) years' experience as a Project Leader / Executive as defined in Section 1.14 of Appendix A to Annex A.	20	120 months or less = 0 points More than 120 to 144 months = 4 points More than 144 to 168 months = 8 points More than 168 to 192 months = 12 points More than 192 to 216 months = 16 points More than 216 months = 20 points			
R.2	The Contractor should demonstrate that the proposed resource has experience as a Project Leader / Executive in a Crown corporation, or a Federal, Provincial or Municipal Government organization, as defined in Section 1.14 of Appendix A to Annex A, in addition to the experience required in M.2. The experience demonstrated in M.2 counts towards the number of months of experience required in R.2.	20	60 months or less = 0 points More than 60 months to 72 months = 5 points More than 72 months to 84 months = 10 points			

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			More than 84 months to 96 months 15 points More than 96 months = 20 points			
R.3	<p>The Contractor should demonstrate that the proposed resource has experience providing recommendations to Senior Management.</p> <p>The proposed resource must have worked on the project(s) for a minimum of 6 consecutive months for the project to qualify.</p> <p><i>Projects may be on-going.</i></p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.4	<p>The Contractor should demonstrate that the proposed resource has experience, within the 10 years preceding the issue date of the applicable TA, as a Project Leader / Executive, as defined in Section 1.14 of Appendix A to Annex A, on large business transformation projects that utilize IT as a business enabler, in addition to the experience required in M.4.</p> <p>The referenced projects must have been initiated within the 10 years preceding the issue date of the applicable TA.</p> <p>To qualify, the resource must have performed this role for a minimum of 6 consecutive months on the project</p> <p>Project may be on-going.</p>	15	<p>0 additional projects = 0 points</p> <p>1 additional Project = 5 points</p> <p>2 additional Projects = 10 points</p> <p>3 or more additional Projects = 15 points</p>			

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	The project demonstrated in Mandatory Requirement M.4 does not count towards the total number of projects					
R.5	<p>The Contractor should demonstrate that the proposed resource has experience as a Project Leader / Executive, as defined in Section 1.14 of Appendix A to Annex A, managing stakeholder relations on projects with all of the following:</p> <ul style="list-style-type: none"> a) internal government stakeholders; b) external government stakeholder(s); and c) external private sector stakeholder(s). <p>To be accepted, the Contractor should identify the stakeholder and the stakeholder's responsibility and provide an explanation regarding the role played by the resource in support of the stakeholder responsibility.</p> <p>The proposed resource must have worked on each project for a minimum of six (6) consecutive months as the Project Leader / Executive for the project to qualify.</p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.6	<p>The Contractor should demonstrate that the proposed resource has experience in business architecture methods.</p> <p>To qualify the Contractor should provide a brief description of the business architecture methodology followed and its</p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p>			

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	<p>impact on the project within each project summary provided</p> <p>For the project to qualify the proposed resource must have worked on the reference project for a minimum of six (6) consecutive months and the reference project must have a value of \$10 million dollars (CDN) or more.</p> <p><i>Projects may be on-going</i></p>		<p>3 or more Projects = 15 points</p>			
R.7	<p>The Contractor should demonstrate that the proposed resource has a minimum of 1 year of experience managing and providing guidance and recommendations for the entire project life cycle including planning, design, development, test, execution / implementation and post implementation support phases on a project with both internal and external stakeholders.</p> <p>The Contractor should demonstrate that the proposed resource has experience leading project teams and key stakeholders. To respond to this criterion, the proposed resource should identify each project's goals and objectives, and identify the process and methodology used to provide direction.</p> <p>To qualify, the reference project must have a value of \$10 million dollars (CDN) or more.</p> <p><i>Projects may be on-going</i></p>	15	<p>Less than 12 months = 0 points 12 months to 24 months = 5 points More than 24 months to 36 months = 10 points More than 36 months = 15 points</p>			
R.8	<p>The Contractor should demonstrate that the proposed resource has experience, within</p>	15	<p>0 Projects = 0 points</p>			

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	<p>the 10 years preceding the issue date of the applicable TA, preparing project charters or business cases and presenting them to Senior Management.</p> <p>The proposed resource is to have worked on the reference project for a minimum of four (4) consecutive months for the project to qualify.</p> <p><i>Projects may be on-going</i></p>		<p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.9	<p>The Contractor should demonstrate that the proposed resource has experience as a project manager, project management advisor, project management subject matter expert or project executive on a project related to any of the following:</p> <ul style="list-style-type: none"> i. Border services and enforcement systems; ii. Biometrics systems; iii. Identity management systems; or iv. Immigration systems. <p>The proposed resource must have worked on the Reference Project for a minimum of six (6) consecutive months within the ten years preceding the issue date of the applicable TA for the reference project to qualify.</p> <p><i>Projects may be on-going</i></p>	15	<p>0 Projects = 0 points</p> <p>1 Project = 5 points</p> <p>2 Projects = 10 points</p> <p>3 or more Projects = 15 points</p>			
R.10	<p>The Contractor should demonstrate that the proposed resource has received Certification in TOGAF 9.x or higher at Level 2 or TOGAF 9.X or higher at Level 1</p> <p>A copy of the Certificate must be provided.</p>	10	<p>No Certificate = 0 points</p> <p>TOGAF 9.X or higher at Level 1 = 5 points</p> <p>TOGAF 9.X or higher at Level 2 = 10 points</p>			

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R.11	<p>The proposed resource should have obtained 1 of the following certifications:</p> <ul style="list-style-type: none"> i. PMI's Project Management Professional (PMP) certification; ii. PRINCE2 certification; iii. Masters Certificate in Project Management; iv. Certified Management Consultant (CMC) Certification; or v. Change Management Certification. <p>A copy of the Certificate must be included with the Contractor's response to the TA</p>	15	<p>No demonstration of any of the certifications or educational requirements = 0 points Valid Certification = 15 points</p>			
Total Points Available						170
Required Minimum Score						119

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DEFINITIONS:

- **Benefits realization** is the pre-planning for, and ongoing management of benefits promised to be enabled by the successful implementation of an IT/IM or e-government project.
- **Business transformation** is defined as any organizational or business change (people, process and technology) that makes effective use of change management and is aligned against strategic business objectives and must demonstrate core business service change rather than merely optimizing or implementing a technology service. Hence, a business transformation must be both visible from an internal/external perspective and is directly measurable against identified business objectives.
- **Complex** is defined as a project or program that has multiple internal stakeholders and at least one stakeholder external to the corporate or government entity.
- **Experience** is defined as being either in the role of consultant or employee except as otherwise specified herein. Unless otherwise stated, experience must be within the last 15 years to qualify.
- **Financial Management Capacity** is defined as extraction of financial and non-financial information, with a view to validating and interpreting the results to be able to make or recommend financial and non-financial decisions.
- **IT Service Management** is defined as the entirety of activities - directed by policies, organized and structured in processes and supporting procedures – that are performed by an organization or part of an organization to plan, deliver, operate and control IT services offered to customers
- **Large** is defined as a project or program valued at \$10 million dollars (CDN) or more
- **Maintenance** is defined as the keeping of all records and project correspondence, materials, in order and up to date
- **PPM (Project and Portfolio Management)** is defined as the centralized management of processes, methods, and technologies used by project managers and project management offices to analyze and collectively manage current or proposed projects based on numerous key characteristics.
- **Post-secondary education** is defined as a level of education that is provided at recognized academies, universities, colleges, seminaries, institutes of technology, and certain other collegiate-level institutions, such as vocational schools, trade schools, and career colleges. Degrees, diplomas and certificates in the fields of science, technology, engineering, math and business administration, which include related IM/IT or project management courses as part of their training programs, are accepted.
- **Recognized Institution** is defined as recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by either of the credential assessment organizations listed on the Web site WWW.CICIC.CA
- **Related Field of IM/IT** is defined as:
 - a) A field of study dealing with electronic hardware that directly supports the delivery of informatics services; or

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- b) A field of study dealing with the creation and architecture of software that directly supports the delivery of informatics services; or
 - c) A field of study that deals with the development of infrastructure architectures solutions that supports the delivery of informatics services.
 - **Senior Management** is defined as Director General or above in a Crown Corporation, Federal, Provincial or municipal government department and as Vice-President or above in the private sector.
 - **Stakeholder** is defined as an individual or organization that has influence over a project's objectives and outcomes, is actively involved in the project or project oversight, and whose interests may be affected as a result of project execution or project completion.
 - **Work Experience** is defined as experience gained by a resource as either an employee or a consultant.
 - **Experience within the last number of months or years** is defined as the period of time immediately preceding the issue date of the Task Authorization (TA).

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ANNEX B, BASIS OF PAYMENT

A- Initial Contract for a 2 years Period

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

MGIS Inc.			INITIAL CONTRACT PERIOD: From Contract Award date to 2 years later
	Categories	Level of Expertise	Quoted Price
1.8	Staffing Consultant	Intermediate	
		Senior	
2.1	Business Analyst	Intermediate	
		Senior	
2.5	Business Process Consultant	Intermediate	
		Senior	
2.8	Business Architect	Senior	
2.6	Change Management Consultant	Intermediate	
		Senior	
2.13	Performance Measurement Consultant	Intermediate	
		Senior	
2.14	Subject Matter Expert (Service Management)	Intermediate	
		Senior	
2.14	Subject Matter Expert (Project Support)	Intermediate	
		Senior	
3.1	Project Administrator	Junior	

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		Intermediate	
		Senior	
3.2	Project Manager	Intermediate	
		Senior	
3.3	Project Leader/Executive	Senior	
3.6	Risk Management Specialist	Intermediate	
		Senior	
3.8	Financial Specialist	Intermediate	
		Senior	
3.10	Technical Writer	Intermediate	
		Senior	
3.11	Communications Consultant	Intermediate	
		Senior	

*For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

2.0 Cost Reimbursable Expenses

2.1 Authorized travel and living expenses for Work performed outside the National Capital Region (NCR) only

Concerning the requirements to travel described in section 11 of the Statement of Work in Annex A, the Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the *National Capital Act (R.S.C., 1985, c. N-4)*, available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

All travel must have the prior authorization of the CBSA Project Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

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B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

B-1 Extended Contract Period (From Expiry of Contract Period 1 To 3 Year Later)

3.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

MGIS Inc.			OPTION PERIOD 1: From expiry of Initial Contract Period to 1 year later	OPTION PERIOD 2: From expiry of Option Period 1 to 1 year later	OPTION PERIOD 3: From expiry of Option Period 2 to 1 year later
	Categories	Level of Expertise	Quoted Price	Quoted Price	Quoted Price
1.8	Staffing Consultant	Intermediate			
		Senior			
2.1	Business Analyst	Intermediate			
		Senior			
2.5	Business Process Consultant	Intermediate			
		Senior			
2.8	Business Architect	Senior			
2.6	Change Management Consultant	Intermediate			
		Senior			
2.13	Performance Measurement Consultant	Intermediate			
		Senior			
2.14	Subject Matter Expert (Service Management)	Intermediate			

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		Senior
2.14	Subject Matter Expert (Project Support)	Intermediate
		Senior
3.1	Project Administrator	Junior
		Intermediate
		Senior
3.2	Project Manager	Intermediate
		Senior
3.3	Project Leader/Executive	Senior
3.6	Risk Management Specialist	Intermediate
		Senior
3.8	Financial Specialist	Intermediate
		Senior

*For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

4.0 Cost Reimbursable Expenses

4.1 Authorized travel and living expenses for Work performed outside the National Capital Region (NCR) only

Concerning the requirements to travel described in section 11 of the Statement of Work in Annex A, the Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the *National Capital Act* (R.S.C., 1985, c. N-4), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

All travel must have the prior authorization of the CBSA Project Contracting¹¹ Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

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ANNEX C, SECURITY REQUIREMENTS CHECK LIST



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SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization Ministère ou organisme gouvernemental d'origine Canada Border Services Agency		2. Branch or Directorate / Direction générale ou Direction Travellers Project Portfolio Directorate
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work - Brève description du travail To provide non-technical resources to any of the Travellers projects.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required - Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p.ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/> Not releasable À ne pas diffuser <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input type="checkbox"/> PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/> PROTECTED C PROTÉGÉ C <input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> SECRET SECRET <input checked="" type="checkbox"/> TOP SECRET TRÈS SECRET <input type="checkbox"/> TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/> NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/> NATO SECRET NATO SECRET <input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/> PROTECTED B PROTÉGÉ B <input type="checkbox"/> PROTECTED C PROTÉGÉ C <input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> SECRET SECRET <input type="checkbox"/> TOP SECRET TRÈS SECRET <input type="checkbox"/> TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

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PART A (continued) / PARTIE A (suite)	
8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? if Yes, indicate the level of sensitivity: Dans l'affirmative, indiquer le niveau de sensibilité :	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)	
10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis	<input type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ <input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT <input type="checkbox"/> SITE ACCESS ACCÈS AUX EMBLEMES <input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL <input checked="" type="checkbox"/> SECRET SECRET <input type="checkbox"/> NATO SECRET NATO SECRET <input type="checkbox"/> TOP SECRET TRÈS SECRET <input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
Special comments: Commentaires spéciaux : _____	
NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.	
10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? If Yes, will unscreened personnel be escorted: Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui <input type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)	
INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS	
11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
PRODUCTION	
11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)	
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui

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PART C (continued) / PARTIE C (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉE			NATO				COMSEC						
	A	B	C	Confidential Confidentiel	Secret	Top Secret Très Secret	NATO Restricted NATO Diffusion Restreinte	NATO Confidential	NATO Secret	COSMIC Top Secret COSMIC Très Secret	Protected Protégé			Confidential Confidentiel	Secret	Top Secret Très Secret	
											A	B	C				
Information / Assets Renseignements / Biens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT Media Support TI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT Link Lien électronique	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? ☒ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée.

12. b) Will the document attached to this SRCL be PROTECTED and/or CLASSIFIED?
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? ☒ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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ANNEX D, INSURANCE REQUIREMENTS

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
2. The Commercial General Liability policy must include the following:
 - a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - e. Cross Liability/Separation of Insured: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
 - g. Employees and, if applicable, Volunteers must be included as Additional Insured.
 - h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
 - j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
 - k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
 - m. Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
 - n. Advertising Injury: While not limited to, the endorsement must include coverage piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
 - o. All Risks Tenants Legal Liability - to protect the Contractor for liabilities arising out of its occupancy of leased premises.

Where the Supplier is a JV, for the purposes of the SA and any related documents (including insurance certificates), Canada requires that the JV Contractor identify itself by a single name. Upon request by Canada, a JV Contractor must specify the name of the JV to the Contracting Authority.

Solicitation No. - N° de l'invitation
47419-178445/A
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
File No. - N° du dossier
018zq.47419-178445

Buyer ID - Id de l'acheteur
018zq
CCC No./N° CCC - FMS No./N° VME

ANNEX E, TASK AUTHORIZATION FORM

Contract Number		Enter the resulting contract number.
Task Authorization (TA) Number		Instructions to the TA Authority: Enter the number here.
Contractor's Name and Address		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$ _____ Instructions to the TA Authority: Enter the amount here.
TA Revisions Previously Authorized		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
New TA Revision		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Contract Security Requirements (as applicable)		
This task includes security requirements. Check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: Enter the remarks, if any, or enter : "N/A".		

Solicitation No. - N° de l'invitation
47419-178445/A
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
File No. - N° du dossier
018zq.47419-178445

Buyer ID - Id de l'acheteur
018zq
CCC No./N° CCC - FMS No./N° VME

Required Work

Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.

SECTION A – Task Description of the Work Required [Instructions for Section A](#)

SECTION B – Applicable Basis of Payment [Instructions for Section B](#)

SECTION C - Cost Breakdown of Task [Instructions for Section C](#)

SECTION D- Applicable Method of Payment [Instructions for Section D](#)

Authorization - Authorization

By signing this TA, the Project Authority and CBSA Contracting Authority; or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet et l'autorité contractante de l'ASFC; ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet _____

Signature _____

Date _____

Name of CBSA Contracting Authority -
Nom de l'autorité contractante de ASFC _____

Signature _____

Date _____

Solicitation No. - N° de l'invitation
47419-178445/A
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
File No. - N° du dossier
018zq.47419-178445

Buyer ID - Id de l'acheteur
018zq
CCC No./N° CCC - FMS No./N° VME

Name of PWGSC Contracting Authority (if required)-
Nom de l'autorité contractante de TPSGC (si requis) _____

Signature _____

Date _____

Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature _____

Date _____



Public Works and
Government Services
Canada


Travaux publics et
Services gouvernementaux
Canada

Purchasing Office - Bureau des achats:
Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion
des instruments
11 Laurier St. / 11, rue Laurier
11C1, Place du Portage III
Gatineau
Quebec
K1A 0S5

CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless
otherwise indicated, all other terms and conditions of
the contract remain the same.
Ce document est par la présente modifié: sauf indication
contraire, les modalités du contrat demeurent les mêmes.

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur
883746117PG0001
MGIS INC.
23 Ballyboy Street
Ottawa
Ontario
K2S2H1
Canada

Title - Sujet TSPS for CBSA's TPPD Projects	
Contract No. - N° du contrat 47419-178445/004/ZQ	Amendment No. - N° Modif 001
Client Reference No. - N° de référence du client 1000328445	Date August 29, 2018
Requisition Reference No. - N° de la demande 47419-178445	
File No. - N° de dossier 002zq.47419-178445	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	GST/HST TPS/TVH
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH Included - Inclus	Duty - Droits Included - Inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Address Enquiries to: - Adresser toutes questions à: Lussier, Steven J.	Buyer Id - Id de l'acheteur 002zq
Telephone No. - N° de téléphone 613-447-8992	FAX No. - N° de FAX
Increase (Decrease) - Augmentation (Diminution) \$5,000,000.00	
Revised estimated cost Coût révisé estimatif \$10,000,000.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre 	

Canada

Solicitation No. - N° de l'invitation
47419-178445/A
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
File No. - N° du dossier
002zq.47419-178445

Buyer ID - Id de l'acheteur
002zq
CCC No./N° CCC - FMS No./N° VME

This amendment 001 is hereby raised to increase the contract value by \$5,000,000.00 all included.

The following changes are hereby incorporated into this contract:

Delete:

12.2 Canada's Total Liability

Limitation of Expenditure - Cumulative Total of all Task Authorizations

A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$5 million, customs duties and the Applicable Taxes are included.

Replace with:

12.2 Canada's Total Liability

Limitation of Expenditure - Cumulative Total of all Task Authorizations

A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$10 million, customs duties and the Applicable Taxes are included.



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Purchasing Office - Bureau des achats:
Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion
des instruments
11 Laurier St. / 11, rue Laurier
11C1, Place du Portage III
Gatineau
Quebec
K1A 0S5

CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless
otherwise indicated, all other terms and conditions of
the contract remain the same.

Ce document est par la présente modifié: sauf indication
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this
amendment.

Le fournisseur/entrepreneur accepte la présente
modification/en accusé réception.

Director of Professional Services


Signature: _____ Date 10/03/20
Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith
Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

883746117PG0002
MGIS INC., B D M K CONSULTANTS INC IN JOINT
VENTURE
23 Ballyboy Street
Stittsville
Ontario
K2S2H1
Canada

Title - Sujet TSPS for CBSA's TPPD Projects	
Contract No. - N° du contrat 47419-178445/005/ZQ	Amendment No. - N° Modif 002
Client Reference No. - N° de référence du client 1000328445	Date 2020-03-10
Requisition Reference No. - N° de la demande 47419-178445	
File No. - N° de dossier 002zq.47419-178445	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	
GST/HST TPS/TVH	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH Included - Inclus	Duty - Droits Included - Inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Address Enquiries to: - Adresser toutes questions à: Lussier, Steven J.	Buyer Id - Id de l'acheteur 002zq
Telephone No. - N° de téléphone (873) 469-4827 ()	FAX No. - N° de FAX (819) 956-2229
Increase (Decrease) - Augmentation (Diminution) \$750,000.00	
Revised estimated cost Coût révisé estimatif \$1,750,000.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre 	

Contract No. - N° du contrat
47419-178445/005/ZQ
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
002
File No. - N° du dossier
002zq.47419-178445

Buyer ID - Id de l'acheteur
002zq
CCC No./N° CCC - FMS No./N° VME

This contract amendment is hereby raised to :

- Add additional information for the incentive;**
- Extend the contract to March 31, 2021;**
- Change the Project Authority; and**
- Increase the contract value to \$1,750,000.00 taxes included.**

Delete 1.1.1 Task Authorization Section J entirely.

Replace with:

J Corporate Incentive

In the event that the same Contractor's resource remains in the position for the full term of the TA assignment (for all TAs in excess of a 6 month period), the Contractor will be provided an incentive amount based on the following formula:

Incentive amount = (TA duration (in number of working days) * Learning Period (20%) * Per Diem of the ressource * Productivity Loss (50%)) * Vendor share (50%)

(E.G. A Task Authorization has been issued to a Contractor for a resource having a firm period in excess of 6 months. Should that resource remain in place for the full duration of the TA, the Contractor would be paid a lump sum incentive, the amount to be calculated against the total cost of that resource's TA value at completion of the TA period as per the above formula.)

Please note that when a TA includes multiple resources, all resources must remain in their position for the full term as defined for the respective resources within the TA, in order for the incentive to be paid for that TA.

Should a TA be extended or amended for additional period of time, the incentive will be paid on the original TA period in excess of 6 months. Should the amended TA extended for a period in excess of 6 months, the incentive will also be paid on the additional period.

Delete 10 Term of Contract entirely

Replace with:

10 Term of Contract

10.1 Period of the Contract

The period of the Contract is from date of Contract award to March 31, 2021.

Delete 10.1 Project Authority entirely

Replace with

10.1 Project Authority

Contract No. - N° du contrat
47419-178445/005/ZQ
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
002
File No. - N° du dossier
002zq.47419-178445

Buyer ID - Id de l'acheteur
002zq
CCC No./N° CCC - FMS No./N° VME

The Project Authority for the Contract is:

Name: Mireille Wilson

Title: Director

Organization: Canada Border Services Agency

Address: 333 North River Road, Tower A, 10th Floor

Ottawa, Ontario K1A 0L8

Canada

Telephone: 343-291-7526

E-mail address: Mireille.Wilson@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

Delete 12.2 Canada's Total Liability entirely

Replace with:

12.2 Canada's Total Liability

Limitation of Expenditure - Cumulative Total of all Task Authorizations

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$1,750,000.00, customs duties and the Applicable Taxes are included.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
 1. when it is 75 percent committed, or
 2. four (4) months before the Contract expiry date, or
 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required and requested in all authorized TAs, inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1.1, TA subject to a Limitation of Expenditure,

whichever comes first.
- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Purchasing Office - Bureau des achats:
Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion
des instruments
11 Laurier St. / 11, rue Laurier
11C1, Place du Portage III
Gatineau
Québec
K1A 0S5

CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless
otherwise indicated, all other terms and conditions of
the contract remain the same.
Ce document est par la présente modifié: sauf indication
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this
amendment.

Le fournisseur/entrepreneur accepte la présente
modification/en accuse réception.

Director of Professional Services
August 12/2019

Signature

Date

Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith

Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

883746117PG0001
MGIS INC.
23 Ballyboy Street
Ottawa
Ontario
K2S2H1
Canada

Title - Sujet TSPS for CBSA's TPPD Projects	
Contract No. - N° du contrat 47419-178445/004/ZQ	Amendment No. - N° Modif 003
Client Reference No. - N° de référence du client 1000328445	Date 2019-08-09
Requisition Reference No. - N° de la demande 47419-178445	
File No. - N° de dossier 002zq.47419-178445	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	GST/HST TPS/TVH
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH Included - Inclus	Duty - Droits Included - Inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Address Enquiries to: - Adresser toutes questions à: Lussier, Steven J.	Buyer Id - Id de l'acheteur 002zq
Telephone No. - N° de téléphone (873) 469-4827 ()	FAX No. - N° de FAX (819) 956-2229
Increase (Decrease) - Augmentation (Diminution) \$2,500,000.00	
Revised estimated cost Coût révisé estimatif \$12,500,000.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre	

Canada

Contract No. - N° de contrat
47419-178445/004/ZQ
Client Ref. No. - N° de réf. du client
1000328445

Amnd. No. - N° de la modif.
003
File No. - N° du dossier
002zq.47419-178445

Buyer ID - Id de l'acheteur
002zq
CCC No./N° CCC - FMS No./N° VME

This amendment no. 003 is raised to increase the value of the contract by \$2,500,000.00 all included.

Delete:

12.2 Canada's Total Liability

Limitation of Expenditure – Cumulative Total of all Task Authorizations

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$10 million, customs duties and the Applicable Taxes are included.

Replace with:

12.2 Canada's Total Liability

Limitation of Expenditure – Cumulative Total of all Task Authorizations

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$12,500,000.00, customs duties and the Applicable Taxes are included.

ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Purchasing Office - Bureau des achats:
Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion
des instruments
11 Laurier St. / 11, rue Laurier
11C1, Place du Portage III
Gatineau
Quebec
K1A 0S5

CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless
otherwise indicated, all other terms and conditions of
the contract remain the same.

Ce document est par la présente modifié: sauf indication
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this
amendment.

Le fournisseur/entrepreneur accepte la présente
modification/en accusé réception.

Director of Professional Services

Signature Date 10/03/20

Name, title of person authorized to sign (type or print)

Nom et titre du signataire autorisé (taper ou imprimer)

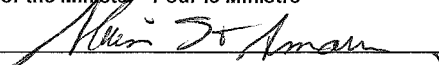
Return signed copy forthwith

Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

883746117PG0001
MGIS INC.
23 Ballyboy Street
Ottawa
Ontario
K2S2H1
Canada

Title - Sujet TSPS for CBSA's TPPD Projects	
Contract No. - N° du contrat 47419-178445/004/ZQ	Amendment No. - N° Modif 004
Client Reference No. - N° de référence du client 1000328445	Date 2020-03-10
Requisition Reference No. - N° de la demande 47419-178445	
File No. - N° de dossier 002zq.47419-178445	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	
GST/HST TPS/TVH	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH Included - Inclus	Duty - Droits Included - Inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 355 NORTH RIVER ROAD TOWER B OTTAWA ONTARIO K1A 0L8 Canada	
Address Enquiries to: - Adresser toutes questions à: Lussier, Steven J.	Buyer Id - Id de l'acheteur 002zq
Telephone No. - N° de téléphone (873) 469-4827 ()	FAX No. - N° de FAX (819) 956-2229
Increase (Decrease) - Augmentation (Diminution) \$5,500,000.00	
Revised estimated cost Coût révisé estimatif \$18,000,000.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre 	

Contract No. - N° du contrat
47419-178445/004/ZQ
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
004
File No. - N° du dossier
002zq.47419-178445

Buyer ID - Id de l'acheteur
002zq
CCC No./N° CCC - FMS No./N° VME

This contract amendment is hereby raised to :

- Add additional information for the incentive;**
- Extend the contract to March 31, 2021;**
- Change the Project Authority; and**
- Increase the contract value to \$18,000,000.00 taxes included.**

Delete 1.1.1 Task Authorization Section J entirely.

Replace with:

J Corporate Incentive

In the event that the same Contractor's resource remains in the position for the full term of the TA assignment (for all TAs in excess of a 6 month period), the Contractor will be provided an incentive amount based on the following formula:

Incentive amount = (TA duration (in number of working days) * Learning Period (20%) * Per Diem of the ressource * Productivity Loss (50%)) * Vendor share (50%)

(E.G. A Task Authorization has been issued to a Contractor for a resource having a firm period in excess of 6 months. Should that resource remain in place for the full duration of the TA, the Contractor would be paid a lump sum incentive, the amount to be calculated against the total cost of that resource's TA value at completion of the TA period as per the above formula.)

Please note that when a TA includes multiple resources, all resources must remain in their position for the full term as defined for the respective resources within the TA, in order for the incentive to be paid for that TA.

Should a TA be extended or amended for additional period of time, the incentive will be paid on the original TA period in excess of 6 months. Should the amended TA extended for a period in excess of 6 months, the incentive will also be paid on the additional period.

Delete 10 Term of Contract entirely

Replace with:

10 Term of Contract

10.1 Period of the Contract

The period of the Contract is from date of Contract award to March 31, 2021.

Delete 10.1 Project Authority entirely

Replace with

10.1 Project Authority

Contract No. - N° du contrat
47419-178445/004/ZQ
Client Ref. No. - N° de réf. du client
1000328445

Amd. No. - N° de la modif.
004
File No. - N° du dossier
002zq.47419-178445

Buyer ID - Id de l'acheteur
002zq
CCC No./N° CCC - FMS No./N° VME

The Project Authority for the Contract is:

Name: Mireille Wilson

Title: Director

Organization: Canada Border Services Agency

Address: 333 North River Road, Tower A, 10th Floor

Ottawa, Ontario K1A 0L8

Canada

Telephone: 343-291-7526

E-mail address: Mireille.Wilson@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

Delete 12.2 Canada's Total Liability entirely

Replace with:

12.2 Canada's Total Liability

Limitation of Expenditure - Cumulative Total of all Task Authorizations

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$18,000,000.00, customs duties and the Applicable Taxes are included.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
 1. when it is 75 percent committed, or
 2. four (4) months before the Contract expiry date, or
 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required and requested in all authorized TAs, inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1.1, TA subject to a Limitation of Expenditure,whichever comes first.
- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

Purchasing Office - Bureau des achats:

Informatics Professional Services - EL
Division/Services professionnels en informatique -
division EL
Terrasses de la Chaudière 4th Floor
10 Wellington Street
Gatineau
Québec
K1A 0S5

CONTRACT - CONTRAT

You are requested to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price or prices set out therefor.

Nous vous demandons de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, services et construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

The Vendor/Firm hereby accepts/acknowledges this contract.
Le fournisseur/entrepreneur accepte le présent contrat/en accuse réception.

SignatureDate

Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou imprimer)

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**
123861098PG0001
Veritaaq Technology House Inc.
1111 Prince of Wales Drive
Suite 100
Ottawa
Ontario
K2C3T2
Canada

Title - Sujet Omnibus (BPA, B2B, CECp) IT Profess	
Contract No. - N° du contrat 47419-251689/001/EL	Date 2019-02-22
Client Reference No. - N° de référence du client 1000341689	
Requisition No. - N° de la demande 47419-251689	
File No. - N° de dossier 606el.47419-251689	CCC No./N° CCC - FMS No./N° VME
Financial Code(s) Code(s) financier(s) 192060050-2001/81401 <div> GST/HST TPS/TVH <input type="checkbox"/> </div>	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 16TH FLOOR NORTH RIVER ROAD TW B OTTAWA Ontario K1A0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL MONTREAL Quebec H2Y2E7 Canada	
Address Enquiries to: - Adresser toutes questions à: Mansour, Silvana	Buyer Id - Id de l'acheteur 606el
Telephone No. - N° de téléphone (613) 858-9935 ()	FAX No. - N° de FAX () -
Total Estimated Cost - Coût total estimatif \$3,575,000.21	Currency Type - Devise CAD
For the Minister - Pour le Ministre	

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CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS) VARIOUS RESOURCE CATEGORIES - LEVELS 2 AND 3 FOR CANADA BORDER SERVICES AGENCY

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List of Annexes to the Resulting Contract:

Annex A - Statement of Work
Annex B - Basis of Payment
Annex C - Security Requirements Check List

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1. Requirement

- (a) Veritaaq Technology House Inc. (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency.
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

2. Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
 - (ii) Canada will use a rotational method to allocate the draft Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.
 - (iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.
 - (iv) The contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.

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- (v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada will send the draft TA to the contractor with the next greatest balance remaining of allocation funding.
- (vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (vii) Once the Task Authorization is issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization, including any applicable options under that TA (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.
- (viii) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract in this series of contracts is amended to add funding for Task Authorizations, all the remaining contracts (i.e., all contracts that have not previously been terminated) will be amended to add funding in amounts proportionate to the funding initially provided under each contract for Task Authorizations (e.g., if three contracts were awarded with \$2M, \$1M and \$750,000 in funding for Task Authorizations respectively, and \$200,000 is added to the first contract, then \$100,000 will be added to the second contract and \$75,000 will be added to the third).
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
 - (i) The Strategic Procurement and Material Management Division (SPMMD) Representative will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B of Annex A.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;
 - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the details of any financial coding to be used;
 - (D) the categories of resources and the number required;
 - (E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (F) the start and completion dates;
 - (G) milestone dates for deliverables and payments (if applicable);
 - (H) the number of person-days of effort required;
 - (I) whether the work requires on-site activities and the location;

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- (J) the language profile of the resources required;
 - (K) the level of security clearance required of resources;
 - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the SPMMD Representative, within 2 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as the proposed resource(s) to perform the task in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
 To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$300,000.00 (excluding Applicable Taxes), the TA must be signed by the SPMMD Representative; and
 - (ii) for any TA with a value greater than this amount, a TA must be signed by the SPMMD Representative and the Contracting Authority.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
 - (ii) The quarterly periods are defined as follows:
 - (A) 1st quarter: April 1 to June 30;
 - (B) 2nd quarter: July 1 to September 30;
 - (C) 3rd quarter: October 1 to December 31; and
 - (D) 4th quarter: January 1 to March 31.

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The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

- (iii) Each report must contain the following information for each validly issued TA (as amended):
 - (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - (B) a title or a brief description of each authorized task;
 - (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
 - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
 - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - (F) the start and completion date for each authorized task; and
 - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
 - (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
 - (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
 - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.
 - (h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.
 - (i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.
- 3. Minimum Work Guarantee**
- (a) In this clause,
 - (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
 - (ii) **"Minimum Contract Value"** means \$20,000.00.
 - (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the

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Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
 - (i) for default;
 - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - (iii) for convenience within ten business days of Contract award.

4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

(a) General Conditions:

- (i) 2035 (2018/06/21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) Supplemental General Conditions:

The following Supplemental General Conditions:

- (i) 4002 (2010/08/16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4006 (2010/08/16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

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5. Security Requirement

The following security requirements (SRCL #19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL** or **SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - b. *Industrial Security Manual* (Latest Edition).

ADDITIONAL CBSA SECURITY REQUIREMENT:

- (a) Additionally, resources may be assessed for Reliability or Secret Status by the CBSA prior to commencing the Work, and from time to time throughout the Contract Period. The assessment conducted by the CBSA will include a credit check performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), fingerprinting and any other security screening processes required. Upon request of the Technical Authority, in respect of any given resource, the Contractor must submit:
 - (i) the current level of security clearance granted or approved by CISD/PWGSC; and
 - (ii) a completed signed TBS 330-23 Form - Personnel Screening, Consent and Authorization Form (<http://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.pdf>).
- (b) In the event a resource does not pass the PSSS assessment, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions.

6. Contract Period

- (a) **Contract Period:** The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
 - (i) The "Initial Contract Period", which begins on March 4, 2019 and ends two years later on March 3, 2021; and
 - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
 - (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional two-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

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- (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7. Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Silvana Mansour
Title: Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Professional Services Procurement Directorate
Address: Terrasses de la Chaudière, 10 Wellington St., Gatineau, Québec
Telephone: (613) 858-9935
E-mail address: Silvana.b.mansour@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) Technical Authority

The Technical Authority for the Contract is:

Name: Eric Carrière
Title: Manager, Application Development
Common and Corporate Systems Division
Organization: Canada Border Services Agency
Address: 333 North River Road, Ottawa, ON K1A 0L8
Telephone: 343-291-5329
E-mail address: Eric.Carriere@cbsa-asfc.gc.ca

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) Strategic Procurement and Material Management Division (SPMMD) representative

The SPMMD representative for the Contract is:

Name: Anik Devlin
Title: A/Senior Contracting Officer
Organization: Canada Border Services Agency
Address: 333 North River Road, Ottawa, ON K1A 0L8
Telephone: 343-291-6909
E-mail address: Anik.Devlin@cbsa-asfc.gc.ca

The SPMMD representative is the representative of the department or agency for issuance of Task Authorization on behalf of the Technical authority.

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(d) **Contractor's Representative**

Name:
 Title: Director of Proposals
 Organization: Veritaaq Technology House Inc.
 Address: 1111 Prince of Wales Drive, Suite 100, Ottawa, ON K2C 3T2
 Telephone: 613-736-6120 ext.
 E-mail address: proposals@veritaaq.ca

8. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

9. Payment

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada including work performed outside standard hours or on-call work, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada including work performed outside standard hours or on-call work, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) **Travel and Living Expenses – National Joint Council Travel Directive**
 The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”. All travel must have the prior authorization of the Technical Authority. The Contractor will be paid for actual time spent travelling in accordance with the firm per diem rate set out in Annex B which per diem is based on a 7.5-hour workday.
- (iv) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (v) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18 (1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.
- (vi) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own

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costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - (A) when it is 75 percent committed, or
 - (B) 4 months before the contract expiry date, or
 - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (iv) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment - Monthly Payment**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work performed has been accepted by Canada.

(d) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:

- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA

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price, Canada is only required to pay for the time spent performing the work related to that TA.

- (e) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work delivered has been accepted by Canada.

- (f) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

- (g) **Payment Credits**

- (i) **Failure to Provide Resource:**

- (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.
- (C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:

- (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
- (2) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- (iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.

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- (iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- (v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- (vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.
- (h) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
 - (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
 - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

10. Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original and one copy of each invoice to the Technical Authority's paying office (CBSA Finance), and a copy to the Contracting Authority.
- (e) All invoices must be submitted by e-mail on a monthly basis at the following address:

Email: vendors-fournisseurs@cbsa-asfc.gc.ca

This email address is to be used for submitting invoices and for payment status inquiries. Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

- (f) Direct Deposit:

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The Government of Canada will soon be phasing out federal government cheques; Businesses that supply goods and services to the Government of Canada are strongly encouraged to enrol in direct deposit for account payable.

The Contractor is to contact ca-ci@cbsa-asfc.gc.ca to obtain additional information regarding direct deposit enrolment process and the steps to be followed.

IMPORTANT NOTE: If the Contractor omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.

11. Certifications and Additional Information

- (a) Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

12. Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

13. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

14. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4002 (2010/08/16), Supplemental General Conditions - Software Development or Modification Services;
 - (ii) 4006 (2010/08/16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A, Statement of Work - Annex A including its Appendices as follows:
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
 - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;

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- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated October 12, 2018.

15. Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

16. Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided.

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Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.

- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:
 Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

17. Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.

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(b) **First Party Liability:**

- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (B) physical injury, including death.
- (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to

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the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

18. Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
 - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
 - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or

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- (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

19. Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

20. Reporting Requirements

The Contractor must provide status reports and any other reports as and when requested by the Technical Authority through the issuance of a Task Authorization. The Contractor must also provide the Periodic Task Authorization Usage Reports to the Contracting Authority on a quarterly basis in accordance with article 7.2 (g)

21. Representations and Warranties

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

22. Implementation

- (a) **Implementation of Professional Services:** If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in

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any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority that it is ready and able to carry out the Work. The transition must be complete by no later than 10 working days after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

23. Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

ANNEX A

STATEMENT OF WORK

1. INTRODUCTION

Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods.

Under this mandate, CBSA enables effective and efficient administration and operation of border management and its internal operation through the design, development, implementation and ongoing support of innovative tools and solutions.

The Information, Science and Technology Branch (ISTB) provides technology leadership of business applications in support of CBSA's strategic priorities including administrative and corporate programs of the Agency. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

Organizational readiness and stability allows the Agency to achieve its mandate, deliver on its priorities and adapt to an evolving business environment. Investing in a modern IT infrastructure, introducing innovative productivity tools and administrative applications allows CBSA to maintain a high standard of service delivery and improve efficiencies.

To that end, the Common and Corporate Systems Division (CCSD) is responsible for the development, production support and maintenance of innovative business applications. These include mission critical and high-availability systems as well as applications that serve as common components for internal and external stakeholders. The division is also responsible for the design, development and delivery of enterprise and corporate solutions in support of CBSA's mandate and priorities.

Key divisional activities include:

- Providing the planning, analysis, design, development, and implementation of enterprise and corporate applications in support of common and corporate programs and administrative functions across the Agency;
- Promote reusability through established CBSA best practices and standards by meeting the overlapping needs of the various IT projects, thus eliminating the need for each initiative or project to fund and build these common components;
- Serving as the center of expertise for all IT development projects related to common and corporate business programs, functions and activities;
- Serving as Technical Leaders for common and corporate application releases and upgrades which includes developing System Use Cases, Detailed Design Documents, participating in System Engineering Method (SEM) reviews and other development related documentation;
- Prioritizing and promoting IT development initiatives with end-users and other IT management areas;
- Coordinating the procurement, integration and ongoing support of commercial off-the-

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shelf (COTS) software products and IT hardware needed to meet the business requirements;

- Providing maintenance and production support for a wide-range of common and corporate applications.

The Common and Corporate Systems Division is composed of four sections. The mandate of each section is explained below.

Electronic Data Warehouse and Business Intelligence (EDW & BI)

The EDW and BI section is responsible for the development of Business Intelligence and Mining solutions of the Canada Border Services Agency's data warehouse and all its components. Key activities include, analysis, design and acquisition of source data for reporting purposes. The data warehouse is the main source of information for report generation, analysis, and presentation through ad-hoc reports, portals, and executive dashboards.

Business Process Automation (BPA), Business to Business (B2B) Integration and Customs Electronic Commerce Platform (CECP)

The BPA, B2B integration and CECP section is comprised of four units.

The B2Bi and CECP units consist of the B2Bi development team (supporting B2B services), the CECP development team (supporting the development of the CECP set of applications), and the B2Bi support team (providing client support of both the B2B and CECP applications and services). These units specialize in application development of enterprise-level Web and Enterprise Data Exchange based services (EDI). These services provide the capability to manage data exchange between external organizations, and CBSA internal applications and services. This team maintains critical COTS and custom products that directly support enterprise applications.

As for the Business Process Automation (BPA) team, they specialize in software development and maintenance of various line-of-business critical and non-critical COTS and custom applications that meet the specific needs of our corporate clients.

Administrative and Corporate Applications

The mandate of the Administrative and Corporate Application section is to lead the design, development, integration and ongoing support of the administrative and corporate applications for a multitude of clients. These systems provide direct support of key and common functions performed across every GoC departments and agencies such as, ministerial correspondence, access to information, communication services, property management, document and records management, etc. These include both customized and commercial off-the-shelf software products.

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SAP Technical Competency Centre (SAP TCC)

The SAP Technical Competency Centre is composed of subject matter experts responsible for the development and integration of SAP-based solutions for the Agency. This includes direction, technical advice and ongoing support of SAP-based applications and underlying technical infrastructure. The SAP TCC is also responsible for maintaining the operational aspects needed for the applications to function properly and also has responsibility for the design, testing and improvement of applications that form part of SAP application portfolio.

Line-of-Business Applications and Tools

The Common and Corporate Systems Division (CCSD) is responsible for the development, integration, implementation and ongoing support of numerous line-of-business applications and systems. A list of current applications including commercial-off-the-shelf software products with an indication of the primary development languages is provided below:

Applications / Systems / COTS	Development Languages
Access to Information	COTS
Accounts Receivable Ledger	ABAP
AIS Help Desk	ASP
ANCILE uPerform (SAP Productivity Pak)	COTS
Apollo - Electronic Document and Records Management System (GCDOCS)	COTS
Articulate Storyline	COTS
Automated Personal Security Screening	MS Access, VBA
Business Warehouse	ABAP
CA Clarity	COTS
CBSA Intranet	ASP, HTML, JAVASCRIPT, XML
CBSA Wiki	COTS
Central Course Registration System	ASP
Communications Portal	ASP
Consolidated Management Reporting System	Cognos Framework Manager V10.2
Consolidated Management Reporting System Enterprise Data Warehouse	Cognos Framework Manager V10.2
Correspondence Tracking System	COTS
Customs Electronic Commerce Platform	Java, C++ , Visual Basic 6.0, Various Scripting Languages, PERL, DB2 Stored Procedures, Spring Framework
Customs Electronic Commerce Platform - Query & Data Viewing Utility	Microsoft Visual Basic V6, DB2 Stored Procedures
Customs Interest Calculation Program	Java 1.6 / Spring 1.2 / HTML / Javascript / CSS
Customs Internet Gateway	Java

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Customs Officer Scheduling System	MS Access 2000
Customs Query	Java
Directory of Offices	Java, JavaScript
Enforcement Library	Smalltalk
Global Case Management System (GCMS) Printing Solution	N/A
Global Query Component	Java
Incident Management Reporting System	Java 6, Flex 3.4.1, Adobe LiveCycle ES4
Integrated Border Query	Java
Integrated Customs Enforcement System	PowerScript
Intelligence Management System	Smalltalk
Interdiction and Border Alerting Service	Java
Internal Placement Process	Java 1.6 / Hibernate 4.1 / Spring 3.1 / HTML / Javascript
Marine Domain Awareness (MDA) Watchkeeper	COTS
MEI-B2B - Administration and Configuration Web Application	Java, Jersey
MEI-B2B - Electronic Data Interchange (EDI) Gateway	BPML, Java
MEI-B2B - Tracking Service	Java
MEI-B2B - Web Services Gateway	Java
Occurrence Reporting System	Smalltalk
Personnel Security Screening System	Java 1.7, Spring 4.1, Hibernate 4.2
Question Mark	COTS
Recourse Content Management System – Enforcement	Java 6, Flex 4.6
Recourse Content Management System – Trade	Java 6, Flex 4.6, Adobe LiveCycle, Cognos Reporting
Revenue Ledger	ABAP
Salary Forecasting System	COTS
SAP Process Orchestrator	Java
SAP Solution Manager	ABAP
System Access Management	ASP, JavaScript, CSS
Teammate Audit Management	COTS
Trade Compliance Management System	Java
Virtual Learning Environment	COTS
Work Order Database	ASP, JavaScript, CSS

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Existing and Upcoming Projects and Initiatives

Besides the ongoing maintenance and operational support of existing line-of-business applications and systems, CCSD is currently leading multiple projects to further enhance and deliver new capabilities and services across the Agency. These include but are not limited to:

- a) Development and implementation of a Port of Entry Management System (POEMS) designed to produce daily shift schedules. The application will also allow front line management to track daily events, disseminate administrative information and broadcast the daily schedule.
- b) Replacement and enhancement of the existing Recourse Content Management System (RCMS) Trade, RCMS Enforcement and Incident Management Reporting System (IMRS) due to an urgent need to change front-end interface technology.
- c) Integration, implementation and ongoing support of a COTS software product that will accept data from the Public Service Commission's GC Jobs and permit CBSA staffing employees to manage selection and appointment processes. This project is referred to the HR Integrated Staffing Solution (ISS).
- d) Integration of the Accounts Receivable Ledger (ARL) and the Revenue Ledger systems into the CBSA Assessment and Revenue Management (CARM) application.
- e) Integration of B2B into the CBSA Assessment and Revenue Management (CARM) application.
- f) CBSA is working on a Planning, Forecasting and Budgeting initiative based on a SAP Business Warehouse (BW), Business Planning & Consolidation and Business Objects platform extracting Corporate Administration System (CAS) data from Canada Revenue Agency (CRA) and also from Account Receivable Ledger (ARL). The scope of the project was expanded to include additional CRA CAS-HR and CBSA Salary Forecasting System data as well as providing extended reporting capability. The project was amended to include construction and migration of the SAP BW information assets and applications to an appliance-based SAP-HANA database.
- g) Development and implementation of any B2B and/or EDW BI work that could be required for the Passenger Protect Program. The Passenger Protect Program works with air carriers to screen commercial passenger flights to, from and within Canada in order to protect safety at home and abroad.

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Technical Environments

a) SAP Enterprise Resource Planning (ERP)

- The SAP **Enterprise Central Component (ECC)** technical environment is an Enterprise level, 3 tiered ABAP version 6.00 EHP5 hosted on Windows 2008 server R2 and Sybase database. The system configuration is based on a 6 server landscape including a Sandbox, Development, Quality Assurance, Volume, Training and Production systems.
- The SAP Process Orchestration technical environment is Enterprise level, 3 tiered Java hosted on Windows 2008 server R2 with Sybase database.
- The SAP Solution Manager technical environment is Enterprise level, 3 tiered ABAP and Java hosted on Windows 2008 server R2 with Sybase database.
- The SAP Business Warehouse (BW) technical environment is Enterprise level 3-tier ABAP hosted on Windows 2008 server R2 with Sybase database. The system configuration is based on a 4 server landscape including a Sandbox, Development, Quality Assurance and Production system. The components are: SAP_BW, BI_CONT and BPC with ICM using HTTP/HTTPS connectivity through SAP Web Dispatcher.
- Other technical characteristics:
 - SAP BASIS
 - SAP HANA
 - SAP PSCD
 - SAP FI
 - SAP Process Orchestration (SAP PO)
 - SAP NetWeaver Development Infrastructure
 - SAP NetWeaver Development Studio
 - SAP Solution Manager
 - SAP BusinessObjects
 - SAP Security Authorizations
 - SAP NetWeaver BI
 - SAP Human Capital Management (HCM)
 - SAP Redwood Scheduler
 - ANCILE uPerform (SAP Productivity Pak)
 - PowerShell scripting
 - Linux
 - Unix

b) Business to Business (B2B) and CECP

The Canada Border Services Agency (CBSA) processes an immense number of electronic information with external Trading partners as part of its mandate. The Common & Corporate Services Division (CCSD) implemented Multi-Enterprise Integration (MEI) also known as Business-to-Business integration solutions (B2B). B2B integration is an enterprise capability meant to facilitate the capture and sharing of electronic information exchanged between CBSA, Participating Government Agencies (PGAs) / Other Government Departments (OGDs), and private enterprise upon a common centralized integration model. The Business to Business foundational components providing the CBSA with a technological communications hub that allows IT systems belonging to one organization to

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communicate with the systems of another organization, while minimizing costly changes for either system. The B2B/CECP technical environment consists of:

- Extensible Markup Language (XML)
 - XML Schema Definition (XSD)
 - Document Type Definition (DTD)
 - XPATH
 - XSLT
 - Xquery
- Java
 - IBM Rational Software Architect:
 - Eclipse 3.x and 4.x IDE
 - J2EE (WebSphere)
 - JMS (WebsphereMQ)
 - WebSphere Application Server (WAS)
 - JDBC and Hibernate
 - Spring and Spring Integration Framework
 - Jersey
 - ANT, Apache Maven, SVN, git
 - IBM DataPower
 - GatewayScript
 - Multi-protocol Adapters
 - IBM Transformation Extender Maps
 - IBM Integration Bus (IIB)
- Communication Protocols
 - File Transfer Protocol (FTP)
 - Hypertext Transfer Protocol (HTTP)
 - Simple Mail Transfer Protocol (SMTP)
 - Managed File Transfer including PWGSC's MSFT solution
- Service Oriented Architecture (SOA)
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS
- Electronic Data Interchange (EDI)
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models
- Interoperability & Integration
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption

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- CA-Idm/SM
- Request/Response

c) Business Process Automation (BPA)

- Java
- Hibernate 4.1
- Spring 3.1
- Spring Integration Framework
- HTML5
- JavaScript
- Adobe Flex 3.4.1 and 4
- Adobe LiveCycle ES4
- Adobe Designer ES4
- Adobe Experience Manager (AEM)
- PowerScript

d) Electronic Data Warehouse (EDW) & Business Intelligence (BI)

- Cognos 10.2 BI Suite
 - IBM Cognos Report Studio
 - IBM Cognos Analysis Studio
 - IBM Cognos Query Studio
 - IBM Cognos Transformer
 - IBM Cognos Framework Manager
- Database ETL (Extract, Transform, Load) techniques and tools
- DB2 DBMS
- IBM WebSphere DataStage
- DataStage ETL
- IBM DB2 RDBMS (Relational Database Management System)
- erwin Data Modeler
- IBM IDA
- IBM Pure Data
- IBM InfoSphere Information Server Suite

e) Office Productivity Suite and Tools

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Office Suite (Word, Excel, PowerPoint)
- Microsoft Visio
- Microsoft Project
- Internet Explorer
- Microsoft Access
- OpenText GCDocs

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f) Operating Systems

- Unix
- Linux
- Microsoft Windows 7
- Microsoft Windows 10
- OS/360

g) Other development tools and programming languages

- Smalltalk object-oriented language
- Business Process Modeling Language (BPML)

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2. REQUIREMENTS

The Business Process Automation, Business to Business Integration and Customs Electronic Commerce Platform section has requirements for the services of informatics professional resources, as outlined in Table A-1 below, to fulfill different roles and perform a wide range of tasks. The resources will work on existing and upcoming CBSA IT projects and will also provide operational support for the upkeep of line-of-business applications identified earlier. The detailed tasks for each resource requirement are described below.

The Contractor must provide these TBIPS resource categories to work with CCSD employees and other contractor supplied resources, on an "as and when requested" basis as initiated through Task Authorizations (TA's).

Table A-1

TBIPS Reference	Resource Category
A.1	Application/Software Architect
A.11	Tester
A.14	Web Developer (Usability Expert)
A.7	Programmer/Analyst (CECP)
A.7	Programmer/Analyst (JAVA)
A.7	Programmer/Analyst (MS Dynamics)
A.7	Programmer/Analyst (Prod Support)
A.7	Programmer/Analyst (UI)
A.8	System Analyst
B.14	Technical Writer
I.7	Platform Analyst (B2B)
I.7	Platform Analyst (Data Power)
P.9	Project Manager

3. DELIVERABLES

For each Task Authorization (TA) that is issued against this contract, the Contractor will be required to provide various deliverables and other related documents as specified in the respective TA.

4. CONSTRAINTS

4.1 Regular Meetings

The Contractor's selected resource must meet with the Technical Authority or his/her representative on a priority basis or as requested to discuss any issues associated with the provision of the required services. These meetings will be at no additional cost.

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4.2 Work Guidance

The resource will work under the guidance of the Technical Authority or his/her representative.

4.3 Status Reports

Status reports are to be provided as detailed within the Task Authorization.

4.4 Support Resources

The CBSA will provide a workstation, email and system access.

4.5 Normal Working Hours

Work must be performed during core business hours between 7:00 – 18:00, Monday to Friday. From time to time, operational support may be required outside core business hours. It is also important to note that some resources will be required on a part-time basis. Working hours including the need for after-hour support will be identified in each TA.

4.6 Work Location

It is anticipated that the majority of the work associated with each TA will be carried out on-site at CBSA facilities in the National Capital Region (NCR). The Contractor may be required to attend meetings at CBSA and at key GoC stakeholder locations.

4.7 Travel Requirement

There is no travel requirement expected outside the NCR. If travel is required outside the NCR, it will be identified in the TA. All expenses for travel within the NCR are to be paid by the Contractor.

4.8 Language Requirements

The resource must be able to communicate with ease and effectively in English, both orally and written. There may be a requirement from time to time for a resource to conduct business in the French language and have acceptable bilingual capability. Language requirements will be identified in each TA.

5. RESOURCE TASKS AND DELIVERABLES

The following are the tasks, skills and deliverables associated with each resource requirement. Tasks and deliverables will be further specified in each Task Authorization (TA).

TBIPS Category: A.1 Application/Software Architect

Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements
2. Identify the policies and requirements that drive out a particular solution

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3. Analyze and evaluate alternative technology solutions to meet business problems
4. Ensure the integration of all aspects of technology solutions
5. Monitor industry trends to ensure that solutions fit with government and industry directions for technology
6. Analyze functional requirements to identify information, procedures and decision flows
7. Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary
8. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
9. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal
10. Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.
11. Define, document, and communicate architectural standards
12. Participate in code reviews to ensure that standards are followed
13. Assist with troubleshooting and performance tuning
14. Participate in road map exercise, architecture definition, product evaluation and selection, application and integration design
15. Participate and provide technical leadership and guidance throughout the project lifecycle with emphasis on the up-front analysis and selection of the most viable option, the conceptual design and during the development phase
16. Architect and design line-of-business applications
17. Work closely with Portfolio Service Management and share ideas with fellow architects, software developers, technical advisors and team leads
18. Remain at the forefront of new technology solutions, explore new avenues, industry trends, technological changes, and how they would benefit the organization
19. Work with development teams and Project/Team Leads to drive, advise and learn how to best implement the targeted architecture
20. Ensure platforms, development tools, hardware environments and commercial off-the-shelf software products remain highly performant and maintained to ensure continuous availability
21. Promote development of best practices, architecture/design patterns and software development frameworks & techniques across the organization.

Specialties / Skills

Specialties could include but not limited to:

- a) HTML
- b) Java
- c) Javascript

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- d) SQL Server
- e) PL/SQL
- f) DB2
- g) XML
- h) JSP
- i) J2EE
- j) Mainframe environnement
- k) Distributed environnement
- l) Rational Rose
- m) Magic Draw
- n) TogetherJ
- o) Enterprise Architect
- p) Balsamiq
- q) Visio

Deliverables

Deliverables could include but not limited to:

- a) Develop technical architectures, frameworks and strategies
- b) Gather the policies and requirements that drive out a particular solution
- c) Analyze and evaluate alternative technology solutions to meet business problems
- d) Integrate all aspects of technology solutions
- e) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
- f) Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal
- g) Identify and document system specific standards relating to programming, documentation and testing
- h) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- i) Produce technical documentation as required by CBSA's SLMF (Service Life Cycle Management Framework) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **A.11 Tester**
Experience Level: **Level 2**

Tasks

Tasks could include but not limited to:

1. Test the components of the application to ensure accuracy of captured requirements as well as quality of product
2. Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs
3. Create and update test plans, test cases and defect reports
4. Create and update instructions, results, traceability matrix and guides to document aspects of the application for later reference
5. Create and run automatic testing scripts and plans
6. Assist and knowledge transfer to junior team members and perform demonstrations
7. Provide status reports and impact analysis
8. Conduct testing in accordance with the test plan
9. Monitor test plans for all levels of testing
10. Perform walkthroughs and reviews
11. Prepare readiness assessment reports
12. Develop software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures
13. Establish and operate "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, conform to appropriate standards (e.g. performance, compatibility, etc.) and have no unforeseen detrimental effects on the infrastructure
14. Establish validation and verification capability which assumes functional and performance compliance.

Specialties / Skills

Specialties could include but not limited to:

- a) HP Quality Center management software
- b) Selenium automated testing tool
- c) JIRA
- d) ITIL Certification

Deliverables

Deliverables could include but not limited to:

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-
- a) Produce test plans, test cases for manual testing as well as using an automated testing tool
 - b) Create and update technical documentation regarding all aspects and levels of testing
 - c) Produce impact analysis
 - d) Produce status reports and project plans
 - e) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
 - f) Produce and provide documentation in electronic format (presentations, procedures, instructions, FAQs, etc.)
 - g) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.14 Web Developer (Usability Expert)
Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Research, analyze and design the user interface of the application
2. Design and document the various web pages of the application
3. Ensure the application meets the usability and reliability requirements
4. Create and prepare screen shots, product workflow maps, and plans for business solutions
5. Create/update various technical documents
6. Verify accuracy and completeness and ease of use of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel
7. Organize, lead, and participate in usability testing
8. Develop and implement usability tests, analyses result and modify design accordingly
9. Create test plans and test cases
10. Assist and knowledge transfer to junior team members and perform peer reviews and demonstrations
11. Provide status reports and impact analysis
12. Work and collaborate with development team to explain design documents and ensure feasibility based on technology being used to develop the application
13. Create and apply designs that maximize usability of existing objects
14. Create web pages including graphic design
15. Develop flowcharts (web site flow maps) depicting navigation and content
16. Develop line drawings or block diagrams illustrating the priority of information, links, navigation and space requirements
17. Develop content diagrams showing the interactive connection between pages
18. Utilization of Subversion (SVN)
19. Develop interactive prototypes showing basic form, flow and functionality used for both usability testing and presentations.

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Specialties / Skills

Specialties could include but not limited to:

- a) Balsamiq
- b) HTML5
- c) Web Experience Toolkit (WET)
- d) Government of Canada Web standards
- e) SVN (Subversion)

Deliverables

Deliverables could include but not limited to:

- a) Produce/update design documents such as manuals/guides, technical documents and procedures, product workflows, etc. according to the SLMF and using SLMF templates.
- b) Use Balsamiq software for UI (User Interface) design documents, prototypes and wireframes
- c) Design web applications pages and electronic documents to enhance user experience and content understanding based on requirements
- d) Produce impact analysis on deliverables and provide estimates
- e) Collaborate with stakeholders to derive and document design specifications
- f) Create usability test plans and cases and conduct usability testing
- g) Provide status reports and project plans
- h) Demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- i) Create and deliver demonstrations and peer reviews.

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TBIPS Category: A.7 Programmer Analyst (CECP)

Experience Level: Level 3

Tasks

Tasks and responsibilities could include but not limited to:

1. Create and modify application code
2. Create and modify screens
3. Create and modify regular and ad-hoc reports
4. Gather and analyze data for the development and modification of functional and system design specifications
5. Design methods and procedures for computer systems and/or sub-systems
6. Develop and test computer systems and/or sub-systems of larger systems as part of releases and emergency fixes
7. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
8. Develop requirements, feasibility, cost, system design, and specification documents for systems
9. Analyze and recommend alternatives and options for solutions
10. Develop technical specifications for systems development, design and implementation
11. Develop new or enhanced C++ programs or interfaces for High Availability Systems
12. Develop new or enhanced JAVA programs or interfaces for High Availability Systems
13. Work with Business Analysts on understanding business use cases
14. Work with the development and support teams on understanding business use cases
15. Assist in preparing or reviewing high-level design, system use case documents
16. Prepare and modify technical level design documents and detail level design documents
17. Prepare and conduct system walkthroughs with Development, Production Support and Business groups
18. Develop with C++ Version 6 application programming language
19. Develop object oriented applications using the Java development framework (including Spring Framework)
20. Analyze, develop or enhance EDI IT applications that use MQ series
21. Analyze, develop or enhance EDI IT applications using message standards ANSI ASC X12 EDI or UN/EDIFACT
22. Utilization of the DB2 database
23. Develop and deploy applications on IBM WebSphere Application Server on Microsoft Windows and IBM Mainframe OS/390 environment

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24. Utilization of Subversion (SVN)
25. Analyze EDI for syntax errors
26. Coordinate fixes to system outages along with other support groups
27. Analyze upcoming infrastructure changes and assess the impact on the CECF systems
28. Transfer relevant knowledge to the project team and client staff on an ongoing basis.

Specialties / Skills

Specialties could include but not limited to:

- a) C++
- b) JAVA
- c) MQ Series
- d) ANSI
- e) EDIFACT Technologies
- f) JIRA
- g) TCP/IP
- h) EDI mapping: ANSI/EDIFACT standards
- i) MS Windows 7 workstation software
- j) MS Office Professional
- k) DB2 Database
- l) SVN (Subversion)
- m) Spring Framework
- n) Microsoft Windows
- o) IBM Mainframe OS/390 Environment
- p) WebSphere Studio Application Development
- q) HTML
- r) Unified Modeling Language (UML)
- s) Rational Unified Process (RUP)

Deliverables

Deliverables could include but not limited to:

- a) Program code in C++ and JAVA
- b) Interface and user screens
- c) Problem, status, performance, issue, outage reports

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- d) Impact assessments
- e) Functional specifications
- f) System specifications
- g) Procedure documents
- h) Operational manuals
- i) Lessons-learned documents
- j) Meeting minutes
- k) Develop application screens and reports
- l) Create application forms, manual, programs, data files and procedures for systems and/or applications
- m) Create technical level design documents and detail level design documents
- n) Create System Use Cases
- o) Provide Progress/Status reports
- p) Prepare and conduct demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- q) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **A.7 Programmer/Analyst (Java)**
Experience Level: **Level 3**

Tasks

Tasks could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems.
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Design and document the database changes
8. Create and update various technical documents such as the System Requirements specifications, System Use Cases, etc. as per CBSA's Service Level Management Framework (SLMF)
9. Create test plans and test cases
10. Utilization of Subversion (SVN)
11. Assist and knowledge transfer to junior team members and perform peer reviews, code walkthroughs and demonstrations.

Specialties / Skills

Specialties could include but not limited to:

- a) Java EE 6
- b) HTML5
- c) Java Persistence API (JPA)
- d) XML
- e) REST
- f) SOAP
- g) IBM WebSphere DB2

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- h) MS SQL Server
- i) IBM RSA
- j) JavaScript
- k) Spring
- l) Spring Integration
- m) SVN (Subversion)

Deliverables

Deliverables could include but not limited to:

- a) Produce operational systems including all electronic manuals, programs, data files and procedures
- b) Provide impact analysis on all tasks
- c) Prepare and conduct test plans and cases
- d) Provide status reports and project plans
- e) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- f) Produce and provide documentation in electronic format (presentations, procedures, instructions, FAQs, etc.)
- g) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.7 Programmer/Analyst (MS Dynamics)
Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
8. Develop, configure and/or manage technical aspects of application software, user interfaces and third-party components
9. Conduct and manage unit, system tests and regression testing
10. Production monitoring, technical support, troubleshooting, and resolution for solution
11. Provide hands-on third-level support for MS Dynamics applications
12. Implement enhancements and upgrades to remain compatible with the evolving MS Dynamics platform
13. Conduct business process modeling, automation and integration with MS Dynamics and non-MS Dynamics applications
14. Develop SQL Server Reporting Services (SSRS) reports
15. Develop SQL server Integration Services (SSIS)
16. Utilization of Subversion (SVN)
17. Establish Security Model for the MS Dynamics applications.

Specialties / Skills

Specialties could include but not limited to:

- a) Microsoft Dynamics 2013 or later
- b) Microsoft SQL Server 2012 or later
- c) ASP.NET

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- d) HTML
- e) JavaScript
- f) C#
- g) SVN (Subversion)
- h) Microsoft Dynamics concepts including:
 - i. Configuration
 - ii. Customization
 - iii. Workflow
 - iv. Integration
 - v. SSIS
 - vi. SSRS
 - vii. Security Model

Deliverables

Deliverables could include but not limited to:

- a) Implementing, configuring and customizing the Dynamics applications
- b) Develop the MS Dynamics business processes in line with stakeholder requirements
- c) Provide technical guidance and MS Dynamics Architecture
- d) Perform gap analyses, provide solution guidance and prepare estimates of effort, duration and technical approach to achieve project goals based on review of business and functional requirements
- e) Modeling, Configuration, development, troubleshooting and support activities of end-to-end business processes utilizing MS Dynamics
- f) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- g) Produce technical documentation as required by CBSA's Service Life Cycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.7 Programmer/Analyst (Prod Support)
Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Provide high availability production support
2. Interaction with business clients, in person, via phone and in writing
3. Producing daily and monthly reports on production support activities for Management which include but not limited to:
 - Outage Reports
 - Incident Report
 - Volumetrics
 - Ad-Hoc Reports
 - System requirements
4. 24/7 on-call activities (will include afterhours activities)
5. Analyze, develop or enhance EDI IT applications that use MQ series
6. Perform SQL queries on DB2 database
7. Analyze, develop or enhance EDI IT applications using message standards ANSI ASC X12 EDI or UN/EDIFACT
8. Use of SMART Ticket Process
9. Develop and deploy applications on IBM WebSphere Application Server on Microsoft Windows and IBM Mainframe OS/390 environment
10. Provide analysis of EDI for syntax errors in support of the production systems
11. Provide fixes to system outages in coordination with other support areas
12. Assist business clients in responding to external client requests regarding CECP systems & B2B operations
13. Provide analysis of upcoming infrastructure changes to assess the impact on the CECP & B2B systems
14. Gather and analyze data for the development and modification of functional and system design specifications
15. Design methods and procedures for computer systems and/or sub-systems
16. Develop, test and migrate computer systems and/or sub-systems of larger systems as part of releases and emergency fixes
17. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
18. Analyze and recommend alternatives and options for solutions
19. Develop technical specifications for systems development, design and implementation

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20. Work with the development and support teams on understanding business use cases
21. Review and analyze high-level design and system use case documents
22. Review and analyze technical level design documents and detail level design documents
23. Review and analyze system walkthroughs with Development, Production Support and Business groups
24. Transfer knowledge to the project team and client staff on an ongoing basis
25. Perform Metric Analysis or Statistical Analysis based on Incident Management for a production support environment.

Specialties / Skills

Specialties could include but not limited to:

- a) DB2
- b) Microsoft Office Suite (Word, Excel, PowerPoint)
- c) IBM WebSphere
- d) IBM Mainframe OS/390 environment
- e) EDI Message standards ANSI ASC X12 EDI or UN/EDIFACT
- f) IBM MQSeries
- g) C++
- h) Java
- i) SMART Ticket Process
- j) JIRA
- k) Microsoft Windows Server

Deliverables

Deliverables could include but not limited to:

- a) Program code
- b) Interface and user screens
- c) Problem, status, performance, issue, outage reports
- d) Impact assessments
- e) Functional specifications
- f) System specifications
- g) Procedure documents
- h) Operational manuals
- i) Lessons-learned documents
- j) Meeting minutes

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- k) Emergency fixes reports
- l) Application screens and reports
- m) Application forms, manual, programs, data files and procedures for systems and/or applications
- n) Demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- o) Technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **A.7 Programmer/Analyst (UI)**
Experience Level: **Level 3**

Tasks

Tasks could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Design and document the database changes
8. Develop the components of the application using React & Redux libraries along with ECMAScript and HTML5 coding as per requirements
9. Create/update various technical documents such as the System Requirements specifications, System Use Cases, etc. as per CBSA's Service Level Management Framework
10. Create test plans and test cases
11. Utilization of Subversion (SVN)
12. Assist and knowledge transfer to junior team members and perform peer reviews, code walkthroughs and demonstrations.

Specialties / Skills

Specialties could include but not limited to:

- a) React and Redux libraries
- b) HTML5
- c) ECMAScript 5.1 or later
- d) Java EE 6
- e) XML

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- f) JavaScript
- g) SVN (Subversion)

Deliverables

Deliverables could include but not limited to:

- a) Produce operational systems including all electronic manuals, programs, data files and procedures
- b) Provide impact analysis on all tasks
- c) Prepare and conduct test plans and cases
- d) Provide status reports and project plans
- e) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- f) Produce and provide documentation in electronic format (presentations, procedures, instructions, FAQs, etc.)
- g) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.8 System Analyst
Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Interact with business clients and translate business requirements into technical specifications for systems development, design and implementation
2. Develop requirements, feasibility, cost, design, and specification documents
3. Identify and document systems requirements
4. Implement systems to support projects, departments, organizations or businesses
5. Analyze and recommend alternatives and options for solutions
6. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
7. Develop, configure and/or manage technical aspects of application software, user interfaces and third-party components
8. Conduct and manage unit, system tests and regression tests
9. Production monitoring, technical support, troubleshooting, and resolution for solution
10. Provide hands-on third-level support for applications
11. Implement enhancements and upgrades to remain compatible with the evolving software and/or platform
12. Stay abreast of new technologies
13. Make recommendations on improving business process and practices
14. Assist with creating User's Guide and training material
15. Conduct business process modeling, automation and integration with other applications.

Specialties / Skills

Specialties could include but not limited to:

- a) HTML
- b) Java
- c) JavaScript

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- d) SQL Server 2012 or later
- e) PL/SQL
- f) XML
- g) JSP
- h) CSS
- i) Project Management
- j) Software development process/life cycle
- k) ITIL
- l) Confluence
- m) GCDocs
- n) MS Office Suite (Word, Excel, PowerPoint)
- o) JIRA
- p) MS Visio

Deliverables

Deliverables could include but not limited to:

- a) Implementing, configuring and customizing the various applications
- b) Develop business processes in line with stakeholder requirements
- c) Technical guidance and solutions architecture
- d) Perform gap analyses, provide solution guidance and prepare estimates of effort, duration and technical approach to achieve project goals based on review of business and functional requirements
- e) Modeling, configuration, development, troubleshooting and support activities of end-to-end business processes
- f) Demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- g) Technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **B.14 Technical Writer**
Experience Level: **Level 2**

Tasks

Tasks could include but not limited to:

1. Create and update various business and technical documents such as Standard Operating Procedures (SOPs), user guides, Technical Design Documents, manuals, web page content, technical presentations, etc.
2. Gather information from business and technical resources on processes and to translate them into defined and structured procedures
3. Produce instructions, and assemble specifications, flow charts, diagrams, layouts, operating instructions and illustrations to document applications for later modification or reference
4. Assist and knowledge transfer to junior team members and perform reviews of existing documentation
5. Establish documentation standards
6. Review existing project documentation for accuracy and completeness
7. Coordinate the preparation and revision of project and system documentation
8. Design the layout of the documents and manuals
9. Provide status reports and impact analysis.

Specialties / Skills

Specialties could include but not limited to:

- a) Microsoft Office Suite (Word, Excel, PowerPoint)
- b) Microsoft Visio
- c) ITIL Foundation certification
- d) Specialized certification or diploma in Technical Writing
- e) Must be fluent in both official languages of Canada (French and English)
- f) HTML
- g) Confluence
- h) GCDocs

Deliverables

Deliverables could include but not limited to:

- a) Produce business as well as technical documentation including:
 - presentations

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- procedures
 - FAQs
 - training manuals
 - user's guide
 - technical design document
 - installation instructions
- b) Produce impact analysis
- c) Produce status reports and project plans
- d) Prepare and conduct demonstrations and document reviews
- e) Gather information on processes and translate them into defined and structured procedures
- f) Use word-processing, desktop publishing and graphics software packages
- g) Produce technical documentation as required by CBSA's Service Life Cycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: I.7 Platform Analyst (B2B)
Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Meet with CBSA Business clients and technical stakeholders to analyze and document detailed B2B requirements
2. Analyze and document in detail interfaces, existing or legacy system processes, components, and supporting systems within the CBSA to determine their functions within the B2B capability
3. Design data structures and files, sub-systems and modules, programs, batch, on line message processing, and production monitoring procedures, testing strategy and systems
4. Develop and maintain XML artefacts such as XML Schemas and XSLT Transformation
5. Develop Custom Service Adapters for Sterling Business Integrator (SBI) product using the MESA tool
6. Develop Web Services using technologies such as Jersey and Spring Framework development applications
7. Develop Business Processes by integrating with Simple Object Access Protocol (SOAP) or RESTFUL API
8. Develop and implement B2B processes using Graphical Process Modeler (GPM) and Business Process Modeling Language (BPML)
9. Conduct performance analysis, troubleshooting, and tuning of the IBM SBI COTS product and Data Maps
10. Manage Electronic Data Interchange (EDI) processing and exchange of routine business data between trading partners in standard data formats
11. Perform displaying of data flows and simplifying data flow processes
12. Develop and implement:
 - adaptor service configurations
 - data transformation
 - data content parsing and extraction
 - data routing
13. Perform IBM SBI COTS product customization to meet CBSA requirements for facilitating, capturing and sharing of information exchanged with Participating Government Agencies (PGAs), Other Government Departments and Trading Partners
14. Use supported industry standards, prebuilt processes and services (for example: EDI, EDIINT, etc.) to implement data mapping and map conversion
15. Create Data Map Source and Destination Schemas

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16. Design, develop, administer Inbound and Outbound Data Maps and view Maps results using IBM Sterling Business Integrator (SBI) or equivalent technology
17. Test Web Service Gateway application by using service-oriented architecture SOAPUI tool
18. Develop System Use Case documents
19. Develop Test Plan, Test data, and Test result documents
20. Translate corporate strategy and business requirements into an application environment
21. Produce best practices and standards for business process development and mapping
22. Provide status and tracking of business transactions with trading partners
23. Create briefing notes intended for senior management on issues related to technical requirements and challenges on large scale IT projects.

Specialties / Skills

Specialties could include but not limited to:

- a) IBM Sterling Business Integrator COTS product:
 - Graphical Business Process Modeller (GPM)
 - GPM Services and Adapters
 - Business Process Modelling Language (BPML)
 - Visual Data Mapper
 - Business Process Development
 - Custom Service Adapters (MESA API)
- b) Extensible Markup Language (XML):
 - XML Schema Definition (XSD)
 - Document Type Definition (DTD)
 - XPATH
 - XSLT
 - Xquery
- c) Java
 - IBM Rational Software Architect
 - Eclipse 3.x and 4.x IDE
 - J2EE (WebSphere)
 - JMS (WebSphereMQ)
 - WebSphere Application Server (WAS)
 - JDBC and Hibernate
 - Spring Framework
 - ANT, Apache Maven, SVN, git
 - IBM Integration BUS
 - Service Bus Components
 - IBM DataPower
 - Multi-protocol Adapters
 - IBM Transformation Extender
- d) Communication Protocols:

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- File Transfer Protocol (FTP)
- Hypertext Transfer Protocol (HTTP)
- Simple Mail Transfer Protocol (SMTP)
- Managed File Transfer including PWGSC's MSFT solution

- e) Service Oriented Architecture (SOA):
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS

- f) Electronic Data Interchange (EDI):
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models

- g) Interoperability & Integration:
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption
 - CA-Idm/SM
 - Request/Response
 - Fire and Forget

Deliverables

Deliverables could include but not limited to:

- a) Provide Impact Analysis documents
- b) Provide System Requirements Specification (SRS) documents (Word format)
- c) Provide Architecture and Design Specification (ADS) documents (Word format)
- d) Provide System Use Case (SUC) documents (Word format)
- e) Develop Business Processes (REST, EDI, XML, JAVA coding language), Web Service capability (XML and Java coding), Appliance Configuration Modules (IBM DataPower and GatewayScript)
- f) Provide test plan, test data, and test result documents (Word and Excel format)
- g) Provide weekly status updates in writing supported by meetings / presentations to update the technical authority on progress or delays
- h) Prepare and conduct demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- i) Provide lessons learned narrative.

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TBIPS Category: I.7 Platform Analyst (Data Power)
Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Meet with CBSA Business clients and technical stakeholders to analyze and document detailed B2B requirements
2. Analyze and document in detail interfaces, existing or legacy system processes, components, and supporting systems within the CBSA to determine their functions within the B2B capability
3. Design data structures and files, sub-systems and modules, programs, batch, on line message processing, and production monitoring procedures, testing strategy and systems
4. Develop and maintain XML artefacts such as XML Schemas and XSLT Transformation
5. Develop Custom Modules for IBM DataPower product using GatewayScript
6. Develop Web Services using technologies such as Jersey and Spring Framework development applications
7. Develop Business Processes by integrating with Simple Object Access Protocol (SOAP) or RESTFUL API
8. Conduct performance analysis, troubleshooting, and tuning of the IBM DataPower product and IBM Transformation Extender Maps
9. Manage Electronic Data Interchange (EDI) processing and exchange of routine business data between trading partners in standard data formats
10. Perform displaying of data flows and simplifying data flow processes
11. Develop and implement
 - adaptor service configurations
 - data transformation
 - data content parsing and extraction
 - data routing
12. Perform IBM DataPower product customization/configuration to meet CBSA requirements for facilitating, capturing and sharing of information exchanged with Partner Government Agencies, Other Government Departments and Trading Partners
13. Use supported industry standards, prebuilt processes and services (for example: EDI, EDIINT, etc.) to implement data mapping and map conversion
14. Create Data Map Source and Destination Schemas and Data format definitions
15. Design, develop, administer Inbound and Outbound Data Transformations and view Maps results using IBM DataPower, IBM Transformation Extender or equivalent technology
16. Test Web Service Gateway applications by using service-oriented architecture SOAPUI tool
17. Develop System Use Case documents

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18. Develop Test Plan, Test data, and Test result documents
19. Translate corporate strategy and business requirements into an application environment
20. Produce best practices and standards for business process development and mapping
21. Provide status and tracking of business transactions with trading partners
22. Create briefing notes intended for senior management on issues related to technical requirements and challenges on large scale IT projects.

Specialties / Skills

Specialties could include but not limited to:

- a) Extensible Markup Language (XML)
 - XML Schema Definition (XSD)
 - Document Type Definition (DTD)
 - XPATH
 - XSLT
 - Xquery
- b) Java
 - IBM Rational Software Architect:
 - Eclipse 3.x and 4.x IDE
 - J2EE (WebSphere)
 - JMS (WebsphereMQ)
 - WebSphere Application Server (WAS)
 - JDBC and Hibernate
 - Spring Framework
 - ANT, Apache Maven, SVN, git
 - IBM DataPower
 - Multi-protocol Adapters
 - IBM Transformation Extender
- c) Communication Protocols
 - File Transfer Protocol (FTP)
 - Hypertext Transfer Protocol (HTTP)
 - Simple Mail Transfer Protocol (SMTP)
 - Managed File Transfer including PWGSC's MSFT solution
- d) Service Oriented Architecture (SOA)
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS

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- e) Electronic Data Interchange (EDI)
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models
- f) Interoperability & Integration
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption
 - CA-Idm/SM
 - Request/Response

Deliverables

Deliverables could include but not limited to:

- a) Provide Impact Analysis documents
- b) Provide System Requirements Specification (SRS) documents (Word format)
- c) Provide Architecture and Design Specification (ADS) documents (Word format)
- d) Provide System Use Case (SUC) documents (Word format)
- e) Develop Business Processes (REST, EDI, XML, JAVA coding language), Web Service capability (XML and Java coding), Appliance Configuration Modules (IBM DataPower and GatewayScript)
- f) Provide test plan, test data, and test result documents (Word and Excel format)
- g) Provide weekly status updates in writing supported by meetings / presentations to update the technical authority on progress or delays
- h) Prepare and conduct demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- i) Provide lessons learned narrative.

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TBIPS Category: P.9 Project Manager

Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Assist project management personnel, team leads, technical subject matter experts, end users in project coordination and managing tasks spanning across the CBSA and other government agencies/departments
2. Create, maintain, review and update relevant project documentation and artifacts
3. Maintain documentation on departmental Electronic Document and Records Management Solution (EDRMS)
4. Track and monitor project change requests
5. Provide regular input to periodically update release schedules, project timelines, financial forecasts and other estimates related to a subset of the overall project deliverables
6. Use various desktop tools and office automation software products
7. Communicate orally and in writing with project personnel, technical subject matter experts, team leads and end users on various matters related to projects and various undertakings
8. In collaboration with Project/Team Leads, Portfolio Service Management, document project objectives, budgetary requirements, timeline, roles and responsibilities of team members, deliverables, constraints, etc.
9. Assist and support Team/Project Leader in coordinating projects activities during the development and implementation phases
10. Assist and support Team/Project Leader in managing releases and upgrades to existing applications
11. Ensure project deliverables, those that are relevant to Common and Corporate Systems, are on time, within budget and meet expectations
12. Notify management when issues arise and consult team for corrective actions
13. Identify and monitor risks and constraints
14. Review, monitor and comment on project activities, deliverables and timelines
15. Identify and report to Team/Project Leader any issues and risks
16. Provide regular status reports
17. Participate in reviews and walkthroughs with project team members
18. Organize, lead and facilitate meetings, including the creation of agendas, preparation of material and maintain record of decisions
19. Prepare presentations using MS PowerPoint

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20. Prepare schedules using MS Project.

Specialties / Skills

Specialties could include but not limited to:

- a) Project Management Professional (PMP) certification or PRINCE2 Practitioner certification
- b) PMBOK standards and guidelines
- c) Microsoft Project
- d) ITIL (Information Technology Infrastructure Library) or ITSM (Information Technology Service Management) certification
- e) Microsoft Office Suite (Word, Excel, PowerPoint)
- f) Microsoft Visio
- g) Adobe Acrobat
- h) Project management methodologies
- i) Risk management practices
- j) Strong written and verbal communication skills.

Deliverables

Deliverables could include but not limited to:

- a) Project Overview
- b) Impact Statement
- c) Constraints and Assumptions
- d) Financial Summary
- e) Project Approach
- f) Project Organization
- g) Work Breakdown Structure (WBS)
- h) Preliminary Estimates
- i) Project Schedule
- j) Coordinate the review and provide feedback on Test Plans, Scripts and Use Case
- k) Coordinate the review and provide feedback on Architecture Variance
- l) Coordinate the review and provide feedback on Business Context Models such as Business Use Case (BUC) models
- m) Coordinate the review and provide feedback on Preliminary Options Analysis (POA)
- n) Coordinate the review and provide feedback on Conceptual System Design (CSD)
- o) Coordinate the review and provide feedback on Technical Design Document (TDD)

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- p) Coordinate the review and provide feedback on Development Strategy
- q) Review documentation according to CBSA's set of best practices, standards and methodologies
- r) Prepare Progress and Status Reports including presentations
- s) Risk and Issue tracking.

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be

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considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail. Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

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APPENDIX B TO ANNEX A
TASK AUTHORIZATION FORM
(Provided under separate cover)

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APPENDIX C TO ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

1.0 Mandatory Resource Assessment Criteria:

1.1 A.1 Application/Software Architect - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.1.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as an Application/Software Architect performing at least 15 of the 21 tasks listed in the Statement of Work.		
M.1.1.2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience with the design, development, testing, and deployment of large-scale* web-based and distributed applications.</p> <p>*Large scale is defined as:</p> <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 		
M.1.1.3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience analyzing, designing, integrating and documenting technical architectures, frameworks, strategies and interfaces for enterprise-wide applications.*</p> <p>*An enterprise-wide application is a system that operates in a corporate environment such as a business or government, designed to satisfy the</p>		

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Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	needs of a large organization of 1,000 employees or more rather than individual users.		
M.1.1.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience designing Web APIs or Web Services including JavaScript and CSS.		
M.1.1.5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience in:</p> <ul style="list-style-type: none"> • exploring and evaluating new technologies • researching industry trends • maintaining current and evolving solutions • leading technical discussions aimed at promoting and adopting technological directions, frameworks, strategies, and development practices and techniques • establishing a long-term vision of web-based applications and the path to get there (roadmap). 		

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1.2 A.11 Tester - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.2.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as Web Application Software Tester in an IM/IT technical environment performing at least 10 of the 14 tasks listed in the Statement of Work.		
M.1.2.2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the past 5 years, in the creation of test deliverables, test cases, anticipated results and test plans.		
M.1.2.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience in establishing testing procedures and the use of automated testing tools for: <ul style="list-style-type: none"> • unit testing • integration testing • regression testing 		
M.1.2.4	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience developing automated unit and integration tests for: <ul style="list-style-type: none"> • Java built web applications • HTML web applications • Web services (SOAP, REST, WEB API) 		
M.1.2.5	The Contractor must demonstrate that the proposed resource has experience within the last 10 years working on large scale IT projects* <p>*Large scale IT project is defined as:</p> <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 		

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1.3 A.14 Web Developer (Usability Expert) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.3.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as a Web Developer (Usability Expert) performing at least 13 of the 19 tasks listed in the Statement of Work.		
M.1.3.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 8 years, designing web application interfaces for an IM/IT project with 500 users or more.		
M.1.3.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 8 years, developing usability tests, organizing, leading and participating in usability testing, documenting, analyzing results and modifying design accordingly.		
M.1.3.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 8 years, documenting workflow maps and user interfaces.		
M.1.3.5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, designing web application interfaces that meet and are in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability*.</p> <p>*A common definition of the WCAG 2.0 standards and guidelines is available at the following sites:</p> <p>https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines</p> <p>https://en.wikipedia.org/wiki/Web_accessibility#Guidelines on accessible web design</p>		

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1.4 A.7 Programmer/Analyst (CECP) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.4.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, within the last 15 years, working as a Programmer/Analyst performing at least 19 of the 28 tasks listed in the Statement of Work.		
M.1.4.2	The Contractor must demonstrate that the proposed resource has a minimum of 7 years of experience, within the last 15 years, in programming using Java.		
M.1.4.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience in designing and building applications using IBM WebSphere Application Server running on Mainframe z/OS or OS/390.		

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1.5 A.7 Programmer/Analyst (Java) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.5.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as a Java Programmer/Analyst performing at least 8 of the 11 tasks listed in the Statement of Work.		
M.1.5.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, designing, developing and implementing RESTful Java Web Services.		
M.1.5.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the past 5 years, developing applications using Java EE 6 or later.		
M.1.5.4	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, developing applications using Java Persistence API.		
M.1.5.5	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the last 5 years, creating and normalizing relational databases.		
M.1.5.6	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the last 5 years, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability*.</p> <p>*A common definition of the WCAG 2.0 standards and guidelines is available at the following sites: https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines https://en.wikipedia.org/wiki/Web_accessibility#Guidelines on accessible web design</p>		

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1.6 A.7 Programmer/Analyst (MS Dynamics) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.6.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, working as an MS Dynamics Programmer/Analyst performing at least 12 of the 17 tasks listed in the Statement of Work.		
M.1.6.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, designing, developing and integrating MS Dynamics applications with other enterprise technologies or applications.		
M.1.6.3	The Contractor must demonstrate that the proposed resource has a Microsoft Dynamics certification 2013 or higher. Note: a copy of the certification must be provided at bid closing.		
M.1.6.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, with the analysis, design and development of web-based applications using C# and JavaScript.		
M.1.6.5	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the last 5 years, conducting the following: <ul style="list-style-type: none"> • software analysis • code analysis • requirements analysis • performance analysis • software reviews • system risk analysis • software reliability analysis 		

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1.7 A.7 Programmer/Analyst (Prod Support) - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.7.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Programmer Analyst performing at least 17 of the 25 tasks listed in the Statement of Work.		
M.1.7.2	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience within the last 5 years, maintaining and supporting C++ and Java based applications running in a production environment.		
M.1.7.3	<p>The Contractor must demonstrate that the proposed resource has minimum of 2 years of experience, within the last 5 years, maintaining, supporting and administering the day-to-day operations of high availability* applications.</p> <p>*A high availability application is defined as a system which is expected to operate reliably for 24 hours per day, 365 days per year. With the exception of planned outages, the minimum acceptable availability ratio is 95% per year, whereas 99% is desirable.</p>		
M.1.7.4	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience providing production support on an EDI IT application that uses:</p> <ul style="list-style-type: none"> • IBM MQSeries • EDI using message standards ANSI ASC X12 EDI or UN/EDIFACT 		
M.1.7.5	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience utilizing a DB2 database.		

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M.1.7.6	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience deploying applications on IBM's WebSphere Application Server running Microsoft Windows and IBM Mainframe OS/390 environment.		
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1.8 A.7 Programmer/Analyst (UI) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.8.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as a JavaScript or ECMAScript Programmer/Analyst performing at least 8 of the 12 tasks listed in the Statement of Work.		
M.1.8.2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the past 5 years, designing, developing and implementing applications based on the ECMAScript 5.1 or later scripting-language.		
M.1.8.3	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, designing, developing and implementing applications based on the HTML5 markup language.		
M.1.8.4	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience developing applications using React and a minimum of 6 months of experience using Redux JavaScript libraries.		
M.1.8.5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability*.</p> <p>*A common definition of the WCAG 2.0 standards and guidelines is available at the following sites:https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines</p> <p>https://en.wikipedia.org/wiki/Web_accessibility#Guidelines_on_accessible_web_design</p>		

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1.9 A.8 System Analyst - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.9.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, within the last 15 years, working as a System Analyst performing at least 10 of the 15 tasks listed in the Statement of Work.		
M.1.9.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, in evaluating business requirements and preparing detailed system specifications for the development of web-based applications serving 250 users or more.		
M.1.9.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, undertaking and leading option analysis exercise including: <ul style="list-style-type: none"> researching viable solutions assessing and evaluating possible alternatives determining which option appears to be most effective at providing the best solution presenting the results of the option analysis and the recommendation to management preparing cost benefit analysis 		
M.1.9.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, undertaking, leading and documenting User Stories and/or System Use Cases to describe the interaction between the software and users.		
M.1.9.5	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of project experience in using a recognized system development lifecycle methodology (SDLC) such as Waterfall, Agile, Iterative, Incremental, Lean, Spiral, etc.		

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Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.9.6	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience designing interfaces and end-to-end business processes for integrated applications using enterprise technology and/or commercial off-the-shelf software products.		

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1.10 B.14 Technical Writer - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.10.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, working as a Technical Writer in an IM/IT environment performing at least 6 of the 9 tasks listed in the Statement of Work.		
M.1.10.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, in the development and maintenance of instructional documentation such as User's Guide, step-by-step installation instructions, training manuals and Standard Operating Procedures (SOPs).		
M.1.10.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, working with technical resources to document the processes and procedures of IT applications and systems.		
M.1.10.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, using Microsoft office products including: <ul style="list-style-type: none"> • Word • PowerPoint • Excel • MS Visio 		

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1.11 I.7 Platform Analyst (B2B) - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated experience (Contractor to insert data)	Insert page # of resume
M.1.11.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Platform Analyst performing at least 16 of the 23 tasks listed in the Statement of Work.		
M.1.11.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience designing, developing and implementing Business to Business (B2B) solutions* within the last 10 years. *A B2B solution is defined as facilitating the capture and sharing of electronic information exchanged between one business and another.		
M.1.11.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience developing B2B solutions using each of the following: <ul style="list-style-type: none"> • XML (Extensible Markup Language) • Java (J2EE) • Web Services (REST or SOAP) 		
M.1.11.4	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience with each of the following: <ul style="list-style-type: none"> • MQ messaging • DB2 • Data Modeling 		

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1.12 I.7 Platform Analyst (Data Power) - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.12.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Platform Analyst performing at least 15 of the 22 tasks listed in the Statement of Work.		
M.1.12.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, designing, developing and implementing Business to Business (B2B) solutions*. *A B2B solution is defined as to facilitate the capture and sharing of electronic information exchanged between one business and another.		
M.1.12.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience in developing B2B solutions using each of the following: <ul style="list-style-type: none"> • XML (Extensible Markup Language) • Java (J2EE) • Web Services (REST or SOAP) • IBM DataPower (GatewayScript) 		
M.1.12.4	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, with each of the following: <ul style="list-style-type: none"> • MQ messaging • JMS messaging • DB2 • Data Modeling 		

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1.13 P.9 Project Manager (BPA & B2B) - Level 2

Name of Resource:			
#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.13.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Project Manager performing at least 13 of the 20 tasks listed in the Statement of Work.		
M.1.13.2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, in managing IT projects* and providing IT project management support including performing the following functions:</p> <ul style="list-style-type: none"> • Conduct and organize project start-up activities • Participate in options and cost benefit analysis • Determine and identify tasks and deliverables • Develop and maintain project schedules • Prepare budgetary estimates • Oversee and coordinate project activities • Monitor and track project activities and deliverables • Prepare progress reports including identifying risks and issues • Organize and facilitate meetings, walkthroughs, presentations, training sessions to different type of audience, for example, technical, non-technical and senior management • Develop, review and maintain project documentation including periodic status/progress reports. <p>*IT project is defined as:</p>		

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Name of Resource:			
#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	<ul style="list-style-type: none"> Scope spans multiple programs and services User base of 500 users or more 		
M.1.13.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 5 years, using a change management process to track, coordinate and implement system enhancements.		
M.1.13.4	The Contractor must demonstrate that the proposed resource has experience managing multiple IT projects with similar timelines and competing priorities and working collaboratively with other project management personnel from other areas of the organization.		
M.1.13.5	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 5 years, developing and providing presentations to project personnel including senior management and end-users.		

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2.0 Point Rated Resource Assessment Criteria:

2.1 A.1 Application/Software Architect – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.1.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 10 years of experience required in M.1.1.1 working as an Application/Software Architect.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.1.2	The Contractor should demonstrate that the proposed resource has experience as an Application/Software Architect working on at least three (3) large scale IT projects*. *Large scale IT project is defined as: <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 	1 project = 2 points 2 projects = 4 points 3 projects = 6 points	6	
R.2.1.3	The Contractor should demonstrate that the proposed resource has over and above the minimum of 5 years of experience required in M.1.1.3 analyzing, designing, integrating and documenting technical architectures, frameworks, strategies and interfaces for enterprise-wide solutions/systems.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.1.4	The Contractor should demonstrate that the proposed resource has experience preparing and presenting technical material to senior	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	management.			
R.2.1.5	The Contractor should demonstrate that the proposed resource has experience in facilitating group discussions with technical team members and client representatives on application design considerations.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.1.6	The Contractor should demonstrate that the proposed resource has experience preparing and designing architectural artifacts using tools such as Rational Rose, Magic Draw, TogetherJ, Balsamiq, Visio or Enterprise Architect.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.1.7	The Contractor should demonstrate that the proposed resource has experience working on IT related projects using the Rational Unified Process (RUP) for the design of enterprise-wide applications. *An enterprise-wide application is a system that operates in a corporate environment such as a business or government, designed to satisfy the needs of a large organization of 1,000 employees or more rather than individual users.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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2.2 A.11 Tester – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.2.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 5 years of experience required in M.1.2.1 working as Web Application Software Tester in an IM/IT technical environment.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.2.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.2.2 in creating test deliverables, test cases, anticipated results and test plans.	3+ to 5 years = 2 points 5+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.2.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.2.3 using automated testing tools.	3+ to 5 years = 2 points 5+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.2.4	The Contractor should demonstrate that the proposed resource has experience working with: <ul style="list-style-type: none"> • HP Quality Center • Selenium automated testing tool 	5 points for each test automated tool/product	10	
Total Available points:			28	
Minimum Total Overall Points Required to be declared responsive:			16	
Total achieved:				

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2.3 A.14 Web Developer (Usability Expert) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.3.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 10 years required in M.1.3.1 as a Web Developer (Usability Expert).	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.3.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.3.2 designing web application interfaces for an IM/IT project with 500 users or more.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.3.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.3.3 developing usability tests, organizing, leading and participating in usability testing, documenting, analyzing results and modifying design accordingly.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.3.4	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.3.4 documenting workflow maps and user interfaces.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	

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R.2.3.5	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.3.5 designing web application interfaces that meet and are in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.3.6	The Contractor should demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, developing applications using React libraries.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.4 A.7 Programmer/Analyst (CECP) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.4.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 7 years of experience required in M.1.4.2 working as a Programmer/Analyst.	7+ to 10 years = 2 points 10+ to 13 years = 4 points 13+ years = 6 points	6	
R.2.4.2	The Contractor should demonstrate that the proposed resource has over and above the minimum 5 years of experience required in M.1.4.3 designing and building applications using IBM WebSphere Application Server running on Mainframe z/OS or OS/390.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.4.3	The Contractor should demonstrate that the proposed resource has experience in designing, developing and implementing Object-Oriented systems and Object Oriented (OO) n-tier applications using OO tools such as Unified Modeling Language (UML) and Rational Unified Process (RUP).	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.4.4	The Contractor should demonstrate that the proposed resource has experience in using and supporting web frameworks in Java.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	

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R.2.4.5	The Contractor should demonstrate that the proposed resource has experience designing and developing applets using HyperText Markup Language (HTML), Servlets and JavaServer Pages / JavaServer Faces (JSP/JSF).	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.4.6	The Contractor should demonstrate that the proposed resource has experience designing, building and supporting Java 2 Platform, Enterprise Edition (J2EE) applications. Technologies used must include ALL of the following: <ul style="list-style-type: none"> • JavaServer Pages (JSP) • Servlets • Enterprise Java Beans (EJB) • Extensible Markup Language (XML) • Web services 	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.5 A.7 Programmer/Analyst (Java) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.5.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 10 years of experience required in M.1.5.1 as a Java Programmer/Analyst.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.5.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M1.5.2 designing, developing and implementing RESTful Java Web Services.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.5.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.5.3 developing applications using Java EE 6 or later.	3+ to 4 years = 2 point 4+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.5.4	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.5.4 developing applications using Java Persistence API.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
R.2.5.5	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.5.5 creating and normalizing relational databases.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.5.6	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.5.6, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
R.2.5.7	The Contractor should demonstrate that the proposed resource has experience in testing, designing, and developing automated tests using Java (JUnit).	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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2.6 A.7 Programmer/Analyst (MS Dynamics) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.6.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.6.1 working as an MS Dynamics Programmer/Analyst.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.6.2	The Contractor should demonstrate that the proposed resource has worked as an MS Dynamics Programmer/Analyst on two (2) projects serving a user base of more than 250 users. Note: individual points will be awarded for each of the two (2) projects	<u>Project #1</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points <u>Project #2</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points	12	
R.2.6.3	The Contractor should demonstrate that the proposed resource has obtained MS Dynamics 2015 certification. Note: a copy of the certification should be provided.	MS Dynamics 2015 certification = 3 points	3	

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R.2.6.4	The Contractor should demonstrate that the proposed resource has at least 5 years of programming experience with the following languages: <ul style="list-style-type: none"> • C# • JavaScript • SQL 	2 points per language up to a maximum of 6 points	6	
R.2.6.5	The Contractor should demonstrate that the proposed resource has experience conducting and executing regression and user acceptance tests.	1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ years = 6 points	6	
Total Available points:			33	
Minimum Total Overall Points Required to be declared responsive:			20	
Total achieved:				

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2.7 A.7 Programmer/Analyst (Prod Support) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.7.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.7.3 maintaining, supporting and administering the day-to-day operations of high availability* applications.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.7.2	The Contractor should demonstrate that the proposed resource has experience in C++ version 6.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
R.2.7.3	The Contractor should demonstrate that the proposed resource has a minimum of 2 years of experience in liaising and communicating both verbally and in writing with clients and other technical resources in the context of providing operational support as outlined below: <ul style="list-style-type: none"> addressing system malfunctions providing status and progress reports obtaining clarification and additional details on the behavior of the system communicating unplanned and scheduled outages installation of fixes and patches handling ad-hoc requests 	2+ to 4 years = 4 points 4+ to 6 years = 8 points 6+ years = 12 points	12	

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Name of Resource: _____

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	<ul style="list-style-type: none"> coaching/training knowledge transfer producing technical documents such as release notes, FAQs, installation instructions. 			
R.2.7.4	The Contractor should demonstrate that the proposed resource has experience utilizing SMART Ticket Process in a production support role.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.7.5	The Contractor should demonstrate that the proposed resource has experience performing metric analysis or statistical analysis based on incident management in a production support environment.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.8 A.7 Programmer/Analyst (UI) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.8.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 10 years required in M.1.8.1 as a JavaScript or ECMAScript Programmer/Analyst.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.8.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.8.2 designing, developing and implementing applications based on the ECMAScript 5.1 or later scripting-language.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.8.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.8.3 designing, developing and implementing applications based on the HTML5 markup language.	2+ to 3 years = 4 points 3+ years = 6 points	6	
R.2.8.4	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.8.4 developing applications using React JavaScript libraries.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	

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R.2.8.5	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.8.5, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
Total Available points:			30	
Minimum Total Overall Points Required to be declared responsive:			18	
Total achieved:				

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2.9 A.8 System Analyst – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.9.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 10 years required in M.1.9.1 working as a System Analyst.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.9.2	The Contractor should demonstrate that the proposed resource has worked as a System Analyst on three (3) IT projects with the purpose of delivering web-based applications to more than 250 users. Note: individual points will be awarded for each of the three (3) projects	<u>Project #1</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points <u>Project #2</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points <u>Project #3</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points	18	
R.2.9.3	The Contractor should demonstrate that the proposed resource has experience with the ITIL (Information Technology Infrastructure Library) framework including ITIL processes and best practices.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.9.4	The Contractor should demonstrate that the proposed resource has experience working on horizontal initiatives or IT projects that span across more than one Government department.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.9.5	The Contractor should demonstrate that the proposed resource has a working knowledge of the following applications: <ul style="list-style-type: none"> • MS Excel • MS PowerPoint • MS Project • MS Word • MS Visio 	2 points per application up to a maximum of 10 points	10	
R.2.9.6	The Contractor should demonstrate that the proposed resource has over and above the minimum of 5 years required in M.1.9.6 designing interfaces and end-to-end business processes for integrated applications using enterprise technology and/or commercial off-the-shelf software products.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
Total Available points:			52	
Minimum Total Overall Points Required to be declared responsive:			31	
Total achieved:				

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2.10 B.14 Technical Writer – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.10.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.10.1 working as a Technical Writer in an IM/IT environment.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.10.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.10.2 developing and maintaining instructional documentation such as User's Guide, step-by-step installation instructions, training manuals and Standard Operating Procedures (SOPs).	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.10.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.10.3 working with technical resources to document the processes and procedures of IT applications and systems.	5+ to 7 years = 2 points 8+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.10.4	The Contractor should demonstrate that the proposed resource has experience working as Technical Writer with a development team that is leveraging and using the	1 point for each programming language or software product up to a maximum of 10 points	10	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	<p>following programming languages and software products:</p> <ul style="list-style-type: none"> • HTML • CSS • JavaScript • JSP • Adobe LifeCycle • ASP • PowerScript • OpentText GCDocs • SAP Enterprise Resource Planning • XML • JIRA • Java • Moodle • MS Dynamics • Questionmark • IBM DataPower • IBM MQ 			
R.2.10.5	The Contractor should demonstrate that the proposed resource has experience editing technical documentation for web-based applications designed in Java.	<p>2+ to 4 years = 2 points</p> <p>4+ to 6 years = 4 points</p> <p>6+ years = 6 points</p>	6	
R.2.10.6	The Contractor should demonstrate that the proposed resource has experience with the ITIL (Information Technology	<p>2+ to 4 years = 2 points</p> <p>4+ to 6 years = 4 points</p> <p>6+ years = 6 points</p>	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	Infrastructure Library) framework including ITIL processes and best practices.			
R.2.10.7	The Contractor should demonstrate that the proposed resource has a specialized certification or diploma in Technical Writing and/or Communication. Note: a copy of the certification or diploma should be provided.	Certification or Diploma = 5 points	5	
Total Available points:			45	
Minimum Total Overall Points Required to be declared responsive:			27	
Total achieved:				

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2.11 I.7 Platform Analyst (B2B) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.11.1	The Contractor should demonstrate that the proposed resource has experience implementing B2B solutions using the IBM Sterling B2B Integrator (SBI) COTS product.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.2	The Contractor should demonstrate that the proposed resource has experience with IBM WebSphere (J2EE) application server.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.3	The Contractor should demonstrate that the proposed resource has experience integrating IBM Sterling B2B Integrator (SBI) Business Processes using Web Service.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.4	The Contractor should demonstrate that the proposed resource has experience with Java programming using REST (Representational State Transfer) or SOAP (Simple Object Access Protocol) technologies.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.5	The Contractor should demonstrate that the proposed resource has experience analyzing, developing or enhancing an EDI IT application using MQ Series.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.11.6	<p>The Contractor should demonstrate that the proposed resource has experience within the last 10 years working on large scale IT projects*</p> <p>*Large scale IT project is defined as:</p> <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 	<p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 4 points</p> <p>5+ years = 6 points</p>	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.12 I.7 Platform Analyst (Data Power) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.12.1	The Contractor should demonstrate that the proposed resource has experience implementing B2B solutions using the IBM Data Power product.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.2	The Contractor should demonstrate that the proposed resource has experience with IBM WebSphere (J2EE) application server.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.3	The Contractor should demonstrate that the proposed resource has experience integrating IBM Data Power Business Processes using Multi-protocol Adapters or IBM Transformation Extender.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.4	The Contractor should demonstrate that the proposed resource has experience with Gateway Script (ECMAScript and CommonJS) programming within IBM Data Power.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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R.2.12.5	The Contractor should demonstrate that the proposed resource has experience with Java programming using REST (Representational State Transfer) or SOAP (Simple Object Access Protocol) technologies.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.6	The Contractor should demonstrate that the proposed resource has experience analyzing, developing or enhancing an EDI IT application using MQ Series and/or JMS.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.7	The Contractor should demonstrate that the proposed resource has experience within the last 10 years working on large scale IT projects* *Large scale IT project is defined as: <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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2.13 P.9 Project Manager (BPA & B2B) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.13.1	The Contractor should demonstrate that the proposed resource has experience in leading Information Technology (IT) projects.	3 projects = 2 points 4 projects = 4 points 5 projects = 6 points	6	
R.2.13.2	The Contractor should demonstrate that the proposed resource has experience working on horizontal initiatives or IT projects that span across more than one Government department.	1 project = 2 points 2 projects = 4 points 3 projects = 6 points	6	
R.2.13.3	The Contractor should demonstrate that the proposed resource has obtained a university degree or college diploma in project management, business administration, or computer science. A copy of the degree or diploma should be provided.	no degree or diploma = 0 points degree or diploma = 6 points	6	
R.2.13.4	The Contractor should demonstrate that the proposed resource has experience with both the Agile and Waterfall project management methodologies.	Agile = 3 points Waterfall = 3 points	6	

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R.2.13.5	The Contractor should demonstrate that the proposed resource has at least 5 years of experience working with: <ul style="list-style-type: none"> • MS Excel • MS PowerPoint • MS Project • MS Word • MS Visio 	2 points per application up to a maximum of 10 points	10	
R.2.13.6	The Contractor should demonstrate that the proposed resource has experience with the ITIL (Information Technology Infrastructure Library) including best practices and guidelines.	2+ to 4 years = 3 points 4+ years = 6 points	6	
R.2.13.7	The Contractor should demonstrate that the proposed resource has completed a Project Management Professional certification. A copy of the certification should be provided.	PMP certification or PRINCE2 Practitioner certification = 6 points	6	
Total Available points:			46	
Minimum Total Overall Points Required to be declared responsive:			27	
Total achieved:				

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APPENDIX D TO ANNEX A

CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

 Print name of authorized individual & sign above

 Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

 Print name of authorized individual & sign above

 Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

 Print name of authorized individual & sign above

 Date

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4. CERTIFICATION OF LANGUAGE - [English or Bilingual or French]

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are [Option 1 - Unilingual English] fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

[Option 2 - Bilingual] fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

[Option 3 - Unilingual French] fluent in French. The individual(s) proposed must be able to communicate orally and in writing in French without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

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ANNEX B BASIS OF PAYMENT

INITIAL CONTRACT PERIOD:

Initial Contract Period March 4, 2019 to March 3, 2021			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
Application/Software Architect	Level 3		
Tester	Level 2		
Web Developer (Usability Expert)	Level 3		
Programmer/Analyst (CECP)	Level 3		
Programmer/Analyst (JAVA)	Level 3		
Programmer/Analyst (MS Dynamics)	Level 3		
Programmer/Analyst (Prod Support)	Level 2		
Programmer/Analyst (UI)	Level 3		
System Analyst	Level 3		
Technical Writer	Level 2		
Platform Analyst (B2B)	Level 2		
Platform Analyst (Data Power)	Level 2		
Project Manager	Level 2		

OPTION PERIODS:

Option Period 1 March 4, 2021 to March 3, 2023			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
Application/Software Architect	Level 3		
Tester	Level 2		
Web Developer (Usability Expert)	Level 3		
Programmer/Analyst (CECP)	Level 3		
Programmer/Analyst (JAVA)	Level 3		

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Programmer/Analyst (MS Dynamics)	Level 3	
Programmer/Analyst (Prod Support)	Level 2	
Programmer/Analyst (UI)	Level 3	
System Analyst	Level 3	
Technical Writer	Level 2	
Platform Analyst (B2B)	Level 2	
Platform Analyst (Data Power)	Level 2	
Project Manager	Level 2	

Option Period 2 March 4, 2023 to March 3, 2025			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
Application/Software Architect	Level 3		
Tester	Level 2		
Web Developer (Usability Expert)	Level 3		
Programmer/Analyst (CECP)	Level 3		
Programmer/Analyst (JAVA)	Level 3		
Programmer/Analyst (MS Dynamics)	Level 3		
Programmer/Analyst (Prod Support)	Level 2		
Programmer/Analyst (UI)	Level 3		
System Analyst	Level 3		
Technical Writer	Level 2		
Platform Analyst (B2B)	Level 2		
Platform Analyst (Data Power)	Level 2		
Project Manager	Level 2		

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ANNEX C
SECURITY REQUIREMENTS CHECK LIST
(Provided under separate cover)



TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No. / N°
de l'autorisation de tâches (AT) :

Commitment No. / N° de
l'engagement :

Financial Coding / Code
financier :

Date of Issuance / Date
d'émission :

Response required by /
Réponse requise par :

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis

+

-

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage :

Work Location(s) / Lieu(x) de travail :

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.



TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
						<div>+ -</div>

B. Estimated Cost / Coût estimatif

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
Estimated Cost / Coût estimatif				
Total Estimated Travel and Living Cost / Estimé des frais de déplacement et de subsistance				\$0.00
Taxe rate applied / Taux d'imposition appliqué (%)	15.000	Applicable Taxes / Taxes applicables		\$0.00
Total Estimated Cost / Coût total estimatif				\$0.00

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé _____ Date _____

Name of Contracting Authority / Nom de l'autorité contractante _____ Date _____

Signature _____

Signature _____

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur _____

Signature _____ Date _____

COMMON-PS-SRCL#19



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat 1000341689
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine CBSA		2. Branch or Directorate / Direction générale ou Direction ISTB/BASD
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail Establish a multi-plant IT Professional Services supply arrangement for the use of the Business Process Automation, Business to Business and Custom Platform sections.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

COMMON-PS-SRCL#19



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat 1000341689
Security Classification / Classification de sécurité UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui

If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes
Non ☐ Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:
Commentaires spéciaux : _____

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes
Non ☐ Oui

If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes
Non ☐ Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes
Non ☐ Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes
Non ☐ Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes
Non ☐ Oui

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UNCLASSIFIED

Canada

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PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens																
Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

COMMON-PS-SRCL#19



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat 1000341689
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION				
13. Organization Project Authority / Chargé de projet de l'organisme				
Name (print) - Nom (en lettres moulées) ERIC CARRIERE		Title - Titre MANAGER, ISTIS		Signature
Telephone No. - N° de téléphone (343) 291-5329	Facsimile No. - N° de télécopieur (866) 335-3237	E-mail address - Adresse courriel ERIC.CARRIERE@CPSA-ASFC.gc.ca		Date April 19, 2018
14. Organization Security Authority / Responsable de la sécurité de l'organisme				
Name (print) - Nom (en lettres moulées) Stephane Lafortune		Title - Titre Security Specialist		Signature
Telephone No. - N° de téléphone 343 891 7770	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Stephane.Lafortune@CPSA-ASFC.gc.ca		Date 19.4.2018
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?				<input type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
16. Procurement Officer / Agent d'approvisionnement				
Name (print) - Nom (en lettres moulées)		Title - Titre		Signature Mansour, Silvana <small>Digitally signed by Mansour, Silvana Date: 2018.08.21 15:37:25 -0400</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel		Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité				
Name (print) - Nom (en lettres moulées)		Title - Titre		Signature Saumur, Jacques O <small>Digitally signed by Saumur, Jacques O DN: cn=CA, o=GC, ou=PWGSC/TPSGC, c=ca, email=Jacques.O.Saumur@CPSA-ASFC.gc.ca Date: 2017.02.02 13:38:31 -0500</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel		Date

Jacques Saumur
Contract Security Officer
Contracts Security Division | Division des contrats sécurité /
Contract Security Program | Programme de sécurité des contrats /
Public Services and Procurement Canada | Services publics et Approvisionnement Canada
Jacques.Saumur@tpsgc-pwgsc.gc.ca
Telephone | Téléphone 613-948-1732
Facsimile | Télécopieur 613-948-1712

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Canada

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL or SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor/Offeror MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex _____;
 - b. *Industrial Security Manual* (Latest Edition).

ADDITIONAL SECURITY REQUIREMENT:

The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.

If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security – Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.

The credit check and fingerprinting* will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Services and Procurement Canada's (PSPC), "Canadian and International Industrial Security Directorate" (CIISD).

Until the credit check, fingerprinting* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.

***Fees are applicable. Fingerprinting will be at the Contractor's cost.**

***** Contractor and its personnel can include in some instances landlords, property management employees and principles of companies when the latter have access to the premises where the CBSA designated or classified information/assets are kept.***



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Purchasing Office - Bureau des achats:
Informatics Professional Services - EL
Division/Services professionnels en informatique -
division EL
Terrasses de la Chaudière 4th Floor
10 Wellington Street
Gatineau
Québec
K1A 0S5

CONTRACT - CONTRAT

You are requested to sell to Her Majesty the Queen
in right of Canada, in accordance with the terms and conditions
set out herein, referred to herein or attached hereto, the goods,
services, and construction listed herein and on any attached
sheets at the price or prices set out therefor.

Nous vous demandons de vendre à Sa Majesté
la Reine du chef du Canada, aux conditions énoncées ou
incluses par référence dans les présentes, et aux annexes
ci-jointes, les biens, services et construction énumérés dans
les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

The Vendor/Firm hereby accepts/acknowledges this
contract.
Le fournisseur/entrepreneur accepte le présent contrat/en
accuse réception

Signature Date
Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou imprimer)

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

871072369PG0001
MODIS CANADA INC.
155 Queen Street
Suite 1206
Ottawa
Ontario
K1P6L1
Canada

Title - Sujet Omnibus (BPA, B2B, CECF) IT Profess	
Contract No. - N° du contrat 47419-251689/002/EL	Date 2019-02-22
Client Reference No. - N° de référence du client 1000341689	
Requisition No. - N° de la demande 47419-251689	
File No. - N° de dossier 606el.47419-251689	CCC No./N° CCC - FMS No./N° VME
Financial Code(s) Code(s) financier(s) 192060050-2001/81401	GST/HST TPS/TVH <input type="checkbox"/>
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 16TH FLOOR NORTH RIVER ROAD TW B OTTAWA Ontario K1A0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL MONTREAL Quebec H2Y2E7 Canada	
Address Enquiries to: - Adresser toutes questions à: Mansour, Silvana	Buyer Id - Id de l'acheteur 606el
Telephone No. - N° de téléphone (613) 858-9935 ()	FAX No. - N° de FAX () -
Total Estimated Cost - Coût total estimatif \$2,925,000.48	Currency Type - Devise CAD
For the Minister - Pour le Ministre Mansour, Silvana Digitally signed by Mansour, Silvana Date: 2019.02.22 14:29:44 -05'00'	

Contract Number:
47419-251689/002/EL

Amendment Number:

Buyer ID:
606EL

CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS) VARIOUS RESOURCE CATEGORIES - LEVELS 2 AND 3 FOR CANADA BORDER SERVICES AGENCY

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List of Annexes to the Resulting Contract:

Annex A - Statement of Work

Annex B - Basis of Payment

Annex C - Security Requirements Check List

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 47419-251689/002/EL

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1. Requirement

- (a) Modis Canada Inc. (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency.
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

2. Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
 - (ii) Canada will use a rotational method to allocate the draft Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.
 - (iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.
 - (iv) The contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.

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- (v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada will send the draft TA to the contractor with the next greatest balance remaining of allocation funding.
- (vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (vii) Once the Task Authorization is issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization, including any applicable options under that TA (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.
- (viii) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract in this series of contracts is amended to add funding for Task Authorizations, all the remaining contracts (i.e., all contracts that have not previously been terminated) will be amended to add funding in amounts proportionate to the funding initially provided under each contract for Task Authorizations (e.g., if three contracts were awarded with \$2M, \$1M and \$750,000 in funding for Task Authorizations respectively, and \$200,000 is added to the first contract, then \$100,000 will be added to the second contract and \$75,000 will be added to the third).
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
 - (i) The Strategic Procurement and Material Management Division (SPMMD) Representative will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B of Annex A.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;
 - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the details of any financial coding to be used;
 - (D) the categories of resources and the number required;
 - (E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (F) the start and completion dates;
 - (G) milestone dates for deliverables and payments (if applicable);
 - (H) the number of person-days of effort required;
 - (I) whether the work requires on-site activities and the location;

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- (J) the language profile of the resources required;
 - (K) the level of security clearance required of resources;
 - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the SPMMD Representative, within 2 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as the proposed resource(s) to perform the task in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
 To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$300,000.00 (excluding Applicable Taxes), the TA must be signed by the SPMMD Representative; and
 - (ii) for any TA with a value greater than this amount, a TA must be signed by the SPMMD Representative and the Contracting Authority.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
 - (ii) The quarterly periods are defined as follows:
 - (A) 1st quarter: April 1 to June 30;
 - (B) 2nd quarter: July 1 to September 30;
 - (C) 3rd quarter: October 1 to December 31; and
 - (D) 4th quarter: January 1 to March 31.

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The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

- (iii) Each report must contain the following information for each validly issued TA (as amended):
 - (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - (B) a title or a brief description of each authorized task;
 - (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
 - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
 - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - (F) the start and completion date for each authorized task; and
 - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
 - (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
 - (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
 - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.
 - (h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.
 - (i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.
- 3. Minimum Work Guarantee**
- (a) In this clause,
 - (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
 - (ii) **"Minimum Contract Value"** means \$20,000.00.
 - (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the

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Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
 - (i) for default;
 - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - (iii) for convenience within ten business days of Contract award.

4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

(a) General Conditions:

- (i) 2035 (2018/06/21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) Supplemental General Conditions:

The following Supplemental General Conditions:

- (i) 4002 (2010/08/16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4006 (2010/08/16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

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5. Security Requirement

The following security requirements (SRCL #19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL** or **SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - b. *Industrial Security Manual* (Latest Edition).

ADDITIONAL CBSA SECURITY REQUIREMENT:

- (a) Additionally, resources may be assessed for Reliability or Secret Status by the CBSA prior to commencing the Work, and from time to time throughout the Contract Period. The assessment conducted by the CBSA will include a credit check performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), fingerprinting and any other security screening processes required. Upon request of the Technical Authority, in respect of any given resource, the Contractor must submit:
 - (i) the current level of security clearance granted or approved by CISD/PWGSC; and
 - (ii) a completed signed TBS 330-23 Form - Personnel Screening, Consent and Authorization Form (<http://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.pdf>).
- (b) In the event a resource does not pass the PSSS assessment, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions.

6. Contract Period

- (a) **Contract Period:** The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
 - (i) The "Initial Contract Period", which begins on March 4, 2019 and ends two years later on March 3, 2021; and
 - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
 - (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional two-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

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- (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7. Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Silvana Mansour
Title: Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Professional Services Procurement Directorate
Address: Terrasses de la Chaudière, 10 Wellington St., Gatineau, Québec
Telephone: (613) 858-9935
E-mail address: Silvana.b.mansour@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) Technical Authority

The Technical Authority for the Contract is:

Name: Eric Carrière
Title: Manager, Application Development
Common and Corporate Systems Division
Organization: Canada Boarder Services Agency
Address: 333 North River Road, Ottawa, ON K1A 0L8
Telephone: 343-291-5329
E-mail address: Eric.Carriere@cbsa-asfc.gc.ca

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) Strategic Procurement and Material Management Division (SPMMD) representative

The SPMMD representative for the Contract is:

Name: Anik Devlin
Title: A/Senior Contracting Officer
Organization: Canada Boarder Services Agency
Address: 333 North River Road, Ottawa, ON K1A 0L8
Telephone: 343-291-6909
E-mail address: Anik.Devlin@cbsa-asfc.gc.ca

The SPMMD representative is the representative of the department or agency for issuance of Task Authorization on behalf of the Technical authority.

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(d) **Contractor's Representative**

Name: [REDACTED]
 Title: Sales Director
 Organization: Modis Canada Inc.
 Address: 155 Queen Street, Suite 1206, Ottawa, ON K1P 6L1
 Telephone: [REDACTED]
 E-mail address: [REDACTED]@modis.com

8. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

9. Payment

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada including work performed outside standard hours or on-call work, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada including work performed outside standard hours or on-call work, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) **Travel and Living Expenses – National Joint Council Travel Directive**
 The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”. All travel must have the prior authorization of the Technical Authority. The Contractor will be paid for actual time spent travelling in accordance with the firm per diem rate set out in Annex B which per diem is based on a 7.5-hour workday.
- (iv) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (v) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18 (1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.
- (vi) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own

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costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - (A) when it is 75 percent committed, or
 - (B) 4 months before the contract expiry date, or
 - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (iv) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment - Monthly Payment**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work performed has been accepted by Canada.

(d) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:

- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA

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price, Canada is only required to pay for the time spent performing the work related to that TA.

- (e) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work delivered has been accepted by Canada.

- (f) **Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- (i) Visa Acquisition Card;
- (ii) MasterCard Acquisition Card;
- (iii) Direct Deposit (Domestic and International);
- (iv) Wire Transfer (International Only).

- (g) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

- (h) **Payment Credits**

- (i) **Failure to Provide Resource:**

- (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.
- (C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:
 - (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
 - (2) the corrective measures required of the Contractor described above are not met.

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This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- (iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- (iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- (v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- (vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.
- (i) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
 - (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
 - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

10. Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

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- (d) The Contractor must provide the original and one copy of each invoice to the Technical Authority's paying office (CBSA Finance), and a copy to the Contracting Authority.
- (e) All invoices must be submitted by e-mail on a monthly basis at the following address:

Email: vendors-fournisseurs@cbsa-asfc.gc.ca

This email address is to be used for submitting invoices and for payment status inquiries. Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

- (f) Direct Deposit:

The Government of Canada will soon be phasing out federal government cheques; Businesses that supply goods and services to the Government of Canada are strongly encouraged to enrol in direct deposit for account payable.

The Contractor is to contact ca-ci@cbsa-asfc.gc.ca to obtain additional information regarding direct deposit enrolment process and the steps to be followed.

IMPORTANT NOTE: If the Contractor omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.

11. Certifications and Additional Information

- (a) Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

12. Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

13. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

14. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4002 (2010/08/16), Supplemental General Conditions - Software Development or Modification Services;
 - (ii) 4006 (2010/08/16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

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- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A, Statement of Work - Annex A including its Appendices as follows;
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
 - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated October 12, 2018.

15. Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

16. Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.

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- (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:
 Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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17. Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (B) physical injury, including death.
 - (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
 - (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
 - (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
 - (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
 - (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore

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Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

18. Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
 - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (B) security information on the proposed replacement as specified by Canada, if applicable.

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The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:

- (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
- (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

19. Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

20. Reporting Requirements

The Contractor must provide status reports and any other reports as and when requested by the Technical Authority through the issuance of a Task Authorization. The Contractor must also provide the Periodic Task Authorization Usage Reports to the Contracting Authority on a quarterly basis in accordance with article 7.2 (g)

21. Representations and Warranties

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and

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experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

22. Implementation

- (a) **Implementation of Professional Services:** If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority that it is ready and able to carry out the Work. The transition must be complete by no later than 10 working days after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

23. Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

ANNEX A

STATEMENT OF WORK

1. INTRODUCTION

Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods.

Under this mandate, CBSA enables effective and efficient administration and operation of border management and its internal operation through the design, development, implementation and ongoing support of innovative tools and solutions.

The Information, Science and Technology Branch (ISTB) provides technology leadership of business applications in support of CBSA's strategic priorities including administrative and corporate programs of the Agency. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

Organizational readiness and stability allows the Agency to achieve its mandate, deliver on its priorities and adapt to an evolving business environment. Investing in a modern IT infrastructure, introducing innovative productivity tools and administrative applications allows CBSA to maintain a high standard of service delivery and improve efficiencies.

To that end, the Common and Corporate Systems Division (CCSD) is responsible for the development, production support and maintenance of innovative business applications. These include mission critical and high-availability systems as well as applications that serve as common components for internal and external stakeholders. The division is also responsible for the design, development and delivery of enterprise and corporate solutions in support of CBSA's mandate and priorities.

Key divisional activities include:

- Providing the planning, analysis, design, development, and implementation of enterprise and corporate applications in support of common and corporate programs and administrative functions across the Agency;
- Promote reusability through established CBSA best practices and standards by meeting the overlapping needs of the various IT projects, thus eliminating the need for each initiative or project to fund and build these common components;
- Serving as the center of expertise for all IT development projects related to common and corporate business programs, functions and activities;
- Serving as Technical Leaders for common and corporate application releases and upgrades which includes developing System Use Cases, Detailed Design Documents, participating in System Engineering Method (SEM) reviews and other development related documentation;
- Prioritizing and promoting IT development initiatives with end-users and other IT management areas;
- Coordinating the procurement, integration and ongoing support of commercial off-the-

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shelf (COTS) software products and IT hardware needed to meet the business requirements;

- Providing maintenance and production support for a wide-range of common and corporate applications.

The Common and Corporate Systems Division is composed of four sections. The mandate of each section is explained below.

Electronic Data Warehouse and Business Intelligence (EDW & BI)

The EDW and BI section is responsible for the development of Business Intelligence and Mining solutions of the Canada Border Services Agency's data warehouse and all its components. Key activities include, analysis, design and acquisition of source data for reporting purposes. The data warehouse is the main source of information for report generation, analysis, and presentation through ad-hoc reports, portals, and executive dashboards.

Business Process Automation (BPA), Business to Business (B2B) Integration and Customs Electronic Commerce Platform (CECP)

The BPA, B2B integration and CECP section is comprised of four units.

The B2Bi and CECP units consist of the B2Bi development team (supporting B2B services), the CECP development team (supporting the development of the CECP set of applications), and the B2Bi support team (providing client support of both the B2B and CECP applications and services). These units specialize in application development of enterprise-level Web and Enterprise Data Exchange based services (EDI). These services provide the capability to manage data exchange between external organizations, and CBSA internal applications and services. This team maintains critical COTS and custom products that directly support enterprise applications.

As for the Business Process Automation (BPA) team, they specialize in software development and maintenance of various line-of-business critical and non-critical COTS and custom applications that meet the specific needs of our corporate clients.

Administrative and Corporate Applications

The mandate of the Administrative and Corporate Application section is to lead the design, development, integration and ongoing support of the administrative and corporate applications for a multitude of clients. These systems provide direct support of key and common functions performed across every GoC departments and agencies such as, ministerial correspondence, access to information, communication services, property management, document and records management, etc. These include both customized and commercial off-the-shelf software products.

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SAP Technical Competency Centre (SAP TCC)

The SAP Technical Competency Centre is composed of subject matter experts responsible for the development and integration of SAP-based solutions for the Agency. This includes direction, technical advice and ongoing support of SAP-based applications and underlying technical infrastructure. The SAP TCC is also responsible for maintaining the operational aspects needed for the applications to function properly and also has responsibility for the design, testing and improvement of applications that form part of SAP application portfolio.

Line-of-Business Applications and Tools

The Common and Corporate Systems Division (CCSD) is responsible for the development, integration, implementation and ongoing support of numerous line-of-business applications and systems. A list of current applications including commercial-off-the-shelf software products with an indication of the primary development languages is provided below:

Applications / Systems / COTS	Development Languages
Access to Information	COTS
Accounts Receivable Ledger	ABAP
AIS Help Desk	ASP
ANCILE uPerform (SAP Productivity Pak)	COTS
Apollo - Electronic Document and Records Management System (GCDOCS)	COTS
Articulate Storyline	COTS
Automated Personal Security Screening	MS Access, VBA
Business Warehouse	ABAP
CA Clarity	COTS
CBSA Intranet	ASP, HTML, JAVASCRIPT, XML
CBSA Wiki	COTS
Central Course Registration System	ASP
Communications Portal	ASP
Consolidated Management Reporting System	Cognos Framework Manager V10.2
Consolidated Management Reporting System Enterprise Data Warehouse	Cognos Framework Manager V10.2
Correspondence Tracking System	COTS
Customs Electronic Commerce Platform	Java, C++ , Visual Basic 6.0, Various Scripting Languages, PERL, DB2 Stored Procedures, Spring Framework
Customs Electronic Commerce Platform - Query & Data Viewing Utility	Microsoft Visual Basic V6, DB2 Stored Procedures
Customs Interest Calculation Program	Java 1.6 / Spring 1.2 / HTML / Javascript / CSS
Customs Internet Gateway	Java

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Customs Officer Scheduling System	MS Access 2000
Customs Query	Java
Directory of Offices	Java, JavaScript
Enforcement Library	Smalltalk
Global Case Management System (GCMS) Printing Solution	N/A
Global Query Component	Java
Incident Management Reporting System	Java 6, Flex 3.4.1, Adobe LiveCycle ES4
Integrated Border Query	Java
Integrated Customs Enforcement System	PowerScript
Intelligence Management System	Smalltalk
Interdiction and Border Alerting Service	Java
Internal Placement Process	Java 1.6 / Hibernate 4.1 / Spring 3.1 / HTML / Javascript
Marine Domain Awareness (MDA) Watchkeeper	COTS
MEI-B2B - Administration and Configuration Web Application	Java, Jersey
MEI-B2B - Electronic Data Interchange (EDI) Gateway	BPML, Java
MEI-B2B - Tracking Service	Java
MEI-B2B - Web Services Gateway	Java
Occurrence Reporting System	Smalltalk
Personnel Security Screening System	Java 1.7, Spring 4.1, Hibernate 4.2
Question Mark	COTS
Recourse Content Management System – Enforcement	Java 6, Flex 4.6
Recourse Content Management System – Trade	Java 6, Flex 4.6, Adobe LiveCycle, Cognos Reporting
Revenue Ledger	ABAP
Salary Forecasting System	COTS
SAP Process Orchestrator	Java
SAP Solution Manager	ABAP
System Access Management	ASP, JavaScript, CSS
Teammate Audit Management	COTS
Trade Compliance Management System	Java
Virtual Learning Environment	COTS
Work Order Database	ASP, JavaScript, CSS

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Existing and Upcoming Projects and Initiatives

Besides the ongoing maintenance and operational support of existing line-of-business applications and systems, CCSD is currently leading multiple projects to further enhance and deliver new capabilities and services across the Agency. These include but are not limited to:

- a) Development and implementation of a Port of Entry Management System (POEMS) designed to produce daily shift schedules. The application will also allow front line management to track daily events, disseminate administrative information and broadcast the daily schedule.
- b) Replacement and enhancement of the existing Recourse Content Management System (RCMS) Trade, RCMS Enforcement and Incident Management Reporting System (IMRS) due to an urgent need to change front-end interface technology.
- c) Integration, implementation and ongoing support of a COTS software product that will accept data from the Public Service Commission's GC Jobs and permit CBSA staffing employees to manage selection and appointment processes. This project is referred to the HR Integrated Staffing Solution (ISS).
- d) Integration of the Accounts Receivable Ledger (ARL) and the Revenue Ledger systems into the CBSA Assessment and Revenue Management (CARM) application.
- e) Integration of B2B into the CBSA Assessment and Revenue Management (CARM) application.
- f) CBSA is working on a Planning, Forecasting and Budgeting initiative based on a SAP Business Warehouse (BW), Business Planning & Consolidation and Business Objects platform extracting Corporate Administration System (CAS) data from Canada Revenue Agency (CRA) and also from Account Receivable Ledger (ARL). The scope of the project was expanded to include additional CRA CAS-HR and CBSA Salary Forecasting System data as well as providing extended reporting capability. The project was amended to include construction and migration of the SAP BW information assets and applications to an appliance-based SAP-HANA database.
- g) Development and implementation of any B2B and/or EDW BI work that could be required for the Passenger Protect Program. The Passenger Protect Program works with air carriers to screen commercial passenger flights to, from and within Canada in order to protect safety at home and abroad.

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Technical Environments

a) SAP Enterprise Resource Planning (ERP)

- The SAP **Enterprise Central Component (ECC)** technical environment is an Enterprise level, 3 tiered ABAP version 6.00 EHP5 hosted on Windows 2008 server R2 and Sybase database. The system configuration is based on a 6 server landscape including a Sandbox, Development, Quality Assurance, Volume, Training and Production systems.
- The SAP Process Orchestration technical environment is Enterprise level, 3 tiered Java hosted on Windows 2008 server R2 with Sybase database.
- The SAP Solution Manager technical environment is Enterprise level, 3 tiered ABAP and Java hosted on Windows 2008 server R2 with Sybase database.
- The SAP Business Warehouse (BW) technical environment is Enterprise level 3-tier ABAP hosted on Windows 2008 server R2 with Sybase database. The system configuration is based on a 4 server landscape including a Sandbox, Development, Quality Assurance and Production system. The components are: SAP_BW, BI_CONT and BPC with ICM using HTTP/HTTPS connectivity through SAP Web Dispatcher.
- Other technical characteristics:
 - SAP BASIS
 - SAP HANA
 - SAP PSCD
 - SAP FI
 - SAP Process Orchestration (SAP PO)
 - SAP NetWeaver Development Infrastructure
 - SAP NetWeaver Development Studio
 - SAP Solution Manager
 - SAP BusinessObjects
 - SAP Security Authorizations
 - SAP NetWeaver BI
 - SAP Human Capital Management (HCM)
 - SAP Redwood Scheduler
 - ANCILE uPerform (SAP Productivity Pak)
 - PowerShell scripting
 - Linux
 - Unix

b) Business to Business (B2B) and CECP

The Canada Border Services Agency (CBSA) processes an immense number of electronic information with external Trading partners as part of its mandate. The Common & Corporate Services Division (CCSD) implemented Multi-Enterprise Integration (MEI) also known as Business-to-Business integration solutions (B2B). B2B integration is an enterprise capability meant to facilitate the capture and sharing of electronic information exchanged between CBSA, Participating Government Agencies (PGAs) / Other Government Departments (OGDs), and private enterprise upon a common centralized integration model. The Business to Business foundational components providing the CBSA with a technological communications hub that allows IT systems belonging to one organization to

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communicate with the systems of another organization, while minimizing costly changes for either system. The B2B/CECP technical environment consists of:

- Extensible Markup Language (XML)
 - XML Schema Definition (XSD)
 - Document Type Definition (DTD)
 - XPATH
 - XSLT
 - Xquery
- Java
 - IBM Rational Software Architect:
 - Eclipse 3.x and 4.x IDE
 - J2EE (WebSphere)
 - JMS (WebsphereMQ)
 - WebSphere Application Server (WAS)
 - JDBC and Hibernate
 - Spring and Spring Integration Framework
 - Jersey
 - ANT, Apache Maven, SVN, git
 - IBM DataPower
 - GatewayScript
 - Multi-protocol Adapters
 - IBM Transformation Extender Maps
 - IBM Integration Bus (IIB)
- Communication Protocols
 - File Transfer Protocol (FTP)
 - Hypertext Transfer Protocol (HTTP)
 - Simple Mail Transfer Protocol (SMTP)
 - Managed File Transfer including PWGSC's MSFT solution
- Service Oriented Architecture (SOA)
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS
- Electronic Data Interchange (EDI)
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models
- Interoperability & Integration
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption

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- CA-Idm/SM
- Request/Response

c) Business Process Automation (BPA)

- Java
- Hibernate 4.1
- Spring 3.1
- Spring Integration Framework
- HTML5
- JavaScript
- Adobe Flex 3.4.1 and 4
- Adobe LiveCycle ES4
- Adobe Designer ES4
- Adobe Experience Manager (AEM)
- PowerScript

d) Electronic Data Warehouse (EDW) & Business Intelligence (BI)

- Cognos 10.2 BI Suite
 - IBM Cognos Report Studio
 - IBM Cognos Analysis Studio
 - IBM Cognos Query Studio
 - IBM Cognos Transformer
 - IBM Cognos Framework Manager
- Database ETL (Extract, Transform, Load) techniques and tools
- DB2 DBMS
- IBM WebSphere DataStage
- DataStage ETL
- IBM DB2 RDBMS (Relational Database Management System)
- erwin Data Modeler
- IBM IDA
- IBM Pure Data
- IBM InfoSphere Information Server Suite

e) Office Productivity Suite and Tools

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Office Suite (Word, Excel, PowerPoint)
- Microsoft Visio
- Microsoft Project
- Internet Explorer
- Microsoft Access
- OpenText GCDocs

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f) Operating Systems

- Unix
- Linux
- Microsoft Windows 7
- Microsoft Windows 10
- OS/360

g) Other development tools and programming languages

- Smalltalk object-oriented language
- Business Process Modeling Language (BPML)

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2. REQUIREMENTS

The Business Process Automation, Business to Business Integration and Customs Electronic Commerce Platform section has requirements for the services of informatics professional resources, as outlined in Table A-1 below, to fulfill different roles and perform a wide range of tasks. The resources will work on existing and upcoming CBSA IT projects and will also provide operational support for the upkeep of line-of-business applications identified earlier. The detailed tasks for each resource requirement are described below.

The Contractor must provide these TBIPS resource categories to work with CCSD employees and other contractor supplied resources, on an "as and when requested" basis as initiated through Task Authorizations (TA's).

Table A-1

TBIPS Reference	Resource Category
A.1	Application/Software Architect
A.11	Tester
A.14	Web Developer (Usability Expert)
A.7	Programmer/Analyst (CECP)
A.7	Programmer/Analyst (JAVA)
A.7	Programmer/Analyst (MS Dynamics)
A.7	Programmer/Analyst (Prod Support)
A.7	Programmer/Analyst (UI)
A.8	System Analyst
B.14	Technical Writer
I.7	Platform Analyst (B2B)
I.7	Platform Analyst (Data Power)
P.9	Project Manager

3. DELIVERABLES

For each Task Authorization (TA) that is issued against this contract, the Contractor will be required to provide various deliverables and other related documents as specified in the respective TA.

4. CONSTRAINTS

4.1 Regular Meetings

The Contractor's selected resource must meet with the Technical Authority or his/her representative on a priority basis or as requested to discuss any issues associated with the provision of the required services. These meetings will be at no additional cost.

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4.2 Work Guidance

The resource will work under the guidance of the Technical Authority or his/her representative.

4.3 Status Reports

Status reports are to be provided as detailed within the Task Authorization.

4.4 Support Resources

The CBSA will provide a workstation, email and system access.

4.5 Normal Working Hours

Work must be performed during core business hours between 7:00 – 18:00, Monday to Friday. From time to time, operational support may be required outside core business hours. It is also important to note that some resources will be required on a part-time basis. Working hours including the need for after-hour support will be identified in each TA.

4.6 Work Location

It is anticipated that the majority of the work associated with each TA will be carried out on-site at CBSA facilities in the National Capital Region (NCR). The Contractor may be required to attend meetings at CBSA and at key GoC stakeholder locations.

4.7 Travel Requirement

There is no travel requirement expected outside the NCR. If travel is required outside the NCR, it will be identified in the TA. All expenses for travel within the NCR are to be paid by the Contractor.

4.8 Language Requirements

The resource must be able to communicate with ease and effectively in English, both orally and written. There may be a requirement from time to time for a resource to conduct business in the French language and have acceptable bilingual capability. Language requirements will be identified in each TA.

5. RESOURCE TASKS AND DELIVERABLES

The following are the tasks, skills and deliverables associated with each resource requirement. Tasks and deliverables will be further specified in each Task Authorization (TA).

TBIPS Category: A.1 Application/Software Architect

Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements
2. Identify the policies and requirements that drive out a particular solution

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3. Analyze and evaluate alternative technology solutions to meet business problems
4. Ensure the integration of all aspects of technology solutions
5. Monitor industry trends to ensure that solutions fit with government and industry directions for technology
6. Analyze functional requirements to identify information, procedures and decision flows
7. Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary
8. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
9. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal
10. Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.
11. Define, document, and communicate architectural standards
12. Participate in code reviews to ensure that standards are followed
13. Assist with troubleshooting and performance tuning
14. Participate in road map exercise, architecture definition, product evaluation and selection, application and integration design
15. Participate and provide technical leadership and guidance throughout the project lifecycle with emphasis on the up-front analysis and selection of the most viable option, the conceptual design and during the development phase
16. Architect and design line-of-business applications
17. Work closely with Portfolio Service Management and share ideas with fellow architects, software developers, technical advisors and team leads
18. Remain at the forefront of new technology solutions, explore new avenues, industry trends, technological changes, and how they would benefit the organization
19. Work with development teams and Project/Team Leads to drive, advise and learn how to best implement the targeted architecture
20. Ensure platforms, development tools, hardware environments and commercial off-the-shelf software products remain highly performant and maintained to ensure continuous availability
21. Promote development of best practices, architecture/design patterns and software development frameworks & techniques across the organization.

Specialties / Skills

Specialties could include but not limited to:

- a) HTML
- b) Java
- c) Javascript

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- d) SQL Server
- e) PL/SQL
- f) DB2
- g) XML
- h) JSP
- i) J2EE
- j) Mainframe environnement
- k) Distributed environnement
- l) Rational Rose
- m) Magic Draw
- n) TogetherJ
- o) Enterprise Architect
- p) Balsamiq
- q) Visio

Deliverables

Deliverables could include but not limited to:

- a) Develop technical architectures, frameworks and strategies
- b) Gather the policies and requirements that drive out a particular solution
- c) Analyze and evaluate alternative technology solutions to meet business problems
- d) Integrate all aspects of technology solutions
- e) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
- f) Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal
- g) Identify and document system specific standards relating to programming, documentation and testing
- h) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- i) Produce technical documentation as required by CBSA's SLMF (Service Life Cycle Management Framework) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **A.11 Tester**
Experience Level: **Level 2**

Tasks

Tasks could include but not limited to:

1. Test the components of the application to ensure accuracy of captured requirements as well as quality of product
2. Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs
3. Create and update test plans, test cases and defect reports
4. Create and update instructions, results, traceability matrix and guides to document aspects of the application for later reference
5. Create and run automatic testing scripts and plans
6. Assist and knowledge transfer to junior team members and perform demonstrations
7. Provide status reports and impact analysis
8. Conduct testing in accordance with the test plan
9. Monitor test plans for all levels of testing
10. Perform walkthroughs and reviews
11. Prepare readiness assessment reports
12. Develop software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures
13. Establish and operate "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, conform to appropriate standards (e.g. performance, compatibility, etc.) and have no unforeseen detrimental effects on the infrastructure
14. Establish validation and verification capability which assumes functional and performance compliance.

Specialties / Skills

Specialties could include but not limited to:

- a) HP Quality Center management software
- b) Selenium automated testing tool
- c) JIRA
- d) ITIL Certification

Deliverables

Deliverables could include but not limited to:

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- a) Produce test plans, test cases for manual testing as well as using an automated testing tool
- b) Create and update technical documentation regarding all aspects and levels of testing
- c) Produce impact analysis
- d) Produce status reports and project plans
- e) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- f) Produce and provide documentation in electronic format (presentations, procedures, instructions, FAQs, etc.)
- g) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.14 Web Developer (Usability Expert)
Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Research, analyze and design the user interface of the application
2. Design and document the various web pages of the application
3. Ensure the application meets the usability and reliability requirements
4. Create and prepare screen shots, product workflow maps, and plans for business solutions
5. Create/update various technical documents
6. Verify accuracy and completeness and ease of use of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel
7. Organize, lead, and participate in usability testing
8. Develop and implement usability tests, analyses result and modify design accordingly
9. Create test plans and test cases
10. Assist and knowledge transfer to junior team members and perform peer reviews and demonstrations
11. Provide status reports and impact analysis
12. Work and collaborate with development team to explain design documents and ensure feasibility based on technology being used to develop the application
13. Create and apply designs that maximize usability of existing objects
14. Create web pages including graphic design
15. Develop flowcharts (web site flow maps) depicting navigation and content
16. Develop line drawings or block diagrams illustrating the priority of information, links, navigation and space requirements
17. Develop content diagrams showing the interactive connection between pages
18. Utilization of Subversion (SVN)
19. Develop interactive prototypes showing basic form, flow and functionality used for both usability testing and presentations.

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Specialties / Skills

Specialties could include but not limited to:

- a) Balsamiq
- b) HTML5
- c) Web Experience Toolkit (WET)
- d) Government of Canada Web standards
- e) SVN (Subversion)

Deliverables

Deliverables could include but not limited to:

- a) Produce/update design documents such as manuals/guides, technical documents and procedures, product workflows, etc. according to the SLMF and using SLMF templates.
- b) Use Balsamiq software for UI (User Interface) design documents, prototypes and wireframes
- c) Design web applications pages and electronic documents to enhance user experience and content understanding based on requirements
- d) Produce impact analysis on deliverables and provide estimates
- e) Collaborate with stakeholders to derive and document design specifications
- f) Create usability test plans and cases and conduct usability testing
- g) Provide status reports and project plans
- h) Demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- i) Create and deliver demonstrations and peer reviews.

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TBIPS Category: A.7 Programmer Analyst (CECP)

Experience Level: Level 3

Tasks

Tasks and responsibilities could include but not limited to:

1. Create and modify application code
2. Create and modify screens
3. Create and modify regular and ad-hoc reports
4. Gather and analyze data for the development and modification of functional and system design specifications
5. Design methods and procedures for computer systems and/or sub-systems
6. Develop and test computer systems and/or sub-systems of larger systems as part of releases and emergency fixes
7. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
8. Develop requirements, feasibility, cost, system design, and specification documents for systems
9. Analyze and recommend alternatives and options for solutions
10. Develop technical specifications for systems development, design and implementation
11. Develop new or enhanced C++ programs or interfaces for High Availability Systems
12. Develop new or enhanced JAVA programs or interfaces for High Availability Systems
13. Work with Business Analysts on understanding business use cases
14. Work with the development and support teams on understanding business use cases
15. Assist in preparing or reviewing high-level design, system use case documents
16. Prepare and modify technical level design documents and detail level design documents
17. Prepare and conduct system walkthroughs with Development, Production Support and Business groups
18. Develop with C++ Version 6 application programming language
19. Develop object oriented applications using the Java development framework (including Spring Framework)
20. Analyze, develop or enhance EDI IT applications that use MQ series
21. Analyze, develop or enhance EDI IT applications using message standards ANSI ASC X12 EDI or UN/EDIFACT
22. Utilization of the DB2 database
23. Develop and deploy applications on IBM WebSphere Application Server on Microsoft Windows and IBM Mainframe OS/390 environment

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24. Utilization of Subversion (SVN)
25. Analyze EDI for syntax errors
26. Coordinate fixes to system outages along with other support groups
27. Analyze upcoming infrastructure changes and assess the impact on the CECF systems
28. Transfer relevant knowledge to the project team and client staff on an ongoing basis.

Specialties / Skills

Specialties could include but not limited to:

- a) C++
- b) JAVA
- c) MQ Series
- d) ANSI
- e) EDIFACT Technologies
- f) JIRA
- g) TCP/IP
- h) EDI mapping: ANSI/EDIFACT standards
- i) MS Windows 7 workstation software
- j) MS Office Professional
- k) DB2 Database
- l) SVN (Subversion)
- m) Spring Framework
- n) Microsoft Windows
- o) IBM Mainframe OS/390 Environment
- p) WebSphere Studio Application Development
- q) HTML
- r) Unified Modeling Language (UML)
- s) Rational Unified Process (RUP)

Deliverables

Deliverables could include but not limited to:

- a) Program code in C++ and JAVA
- b) Interface and user screens
- c) Problem, status, performance, issue, outage reports

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- d) Impact assessments
- e) Functional specifications
- f) System specifications
- g) Procedure documents
- h) Operational manuals
- i) Lessons-learned documents
- j) Meeting minutes
- k) Develop application screens and reports
- l) Create application forms, manual, programs, data files and procedures for systems and/or applications
- m) Create technical level design documents and detail level design documents
- n) Create System Use Cases
- o) Provide Progress/Status reports
- p) Prepare and conduct demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- q) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **A.7 Programmer/Analyst (Java)**
Experience Level: **Level 3**

Tasks

Tasks could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems.
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Design and document the database changes
8. Create and update various technical documents such as the System Requirements specifications, System Use Cases, etc. as per CBSA's Service Level Management Framework (SLMF)
9. Create test plans and test cases
10. Utilization of Subversion (SVN)
11. Assist and knowledge transfer to junior team members and perform peer reviews, code walkthroughs and demonstrations.

Specialties / Skills

Specialties could include but not limited to:

- a) Java EE 6
- b) HTML5
- c) Java Persistence API (JPA)
- d) XML
- e) REST
- f) SOAP
- g) IBM WebSphere DB2

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- h) MS SQL Server
- i) IBM RSA
- j) JavaScript
- k) Spring
- l) Spring Integration
- m) SVN (Subversion)

Deliverables

Deliverables could include but not limited to:

- a) Produce operational systems including all electronic manuals, programs, data files and procedures
- b) Provide impact analysis on all tasks
- c) Prepare and conduct test plans and cases
- d) Provide status reports and project plans
- e) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- f) Produce and provide documentation in electronic format (presentations, procedures, instructions, FAQs, etc.)
- g) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.7 Programmer/Analyst (MS Dynamics)
Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
8. Develop, configure and/or manage technical aspects of application software, user interfaces and third-party components
9. Conduct and manage unit, system tests and regression testing
10. Production monitoring, technical support, troubleshooting, and resolution for solution
11. Provide hands-on third-level support for MS Dynamics applications
12. Implement enhancements and upgrades to remain compatible with the evolving MS Dynamics platform
13. Conduct business process modeling, automation and integration with MS Dynamics and non-MS Dynamics applications
14. Develop SQL Server Reporting Services (SSRS) reports
15. Develop SQL server Integration Services (SSIS)
16. Utilization of Subversion (SVN)
17. Establish Security Model for the MS Dynamics applications.

Specialties / Skills

Specialties could include but not limited to:

- a) Microsoft Dynamics 2013 or later
- b) Microsoft SQL Server 2012 or later
- c) ASP.NET

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- d) HTML
- e) JavaScript
- f) C#
- g) SVN (Subversion)
- h) Microsoft Dynamics concepts including:
 - i. Configuration
 - ii. Customization
 - iii. Workflow
 - iv. Integration
 - v. SSIS
 - vi. SSRS
 - vii. Security Model

Deliverables

Deliverables could include but not limited to:

- a) Implementing, configuring and customizing the Dynamics applications
- b) Develop the MS Dynamics business processes in line with stakeholder requirements
- c) Provide technical guidance and MS Dynamics Architecture
- d) Perform gap analyses, provide solution guidance and prepare estimates of effort, duration and technical approach to achieve project goals based on review of business and functional requirements
- e) Modeling, Configuration, development, troubleshooting and support activities of end-to-end business processes utilizing MS Dynamics
- f) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- g) Produce technical documentation as required by CBSA's Service Life Cycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.7 Programmer/Analyst (Prod Support)
Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Provide high availability production support
2. Interaction with business clients, in person, via phone and in writing
3. Producing daily and monthly reports on production support activities for Management which include but not limited to:
 - Outage Reports
 - Incident Report
 - Volumetrics
 - Ad-Hoc Reports
 - System requirements
4. 24/7 on-call activities (will include afterhours activities)
5. Analyze, develop or enhance EDI IT applications that use MQ series
6. Perform SQL queries on DB2 database
7. Analyze, develop or enhance EDI IT applications using message standards ANSI ASC X12 EDI or UN/EDIFACT
8. Use of SMART Ticket Process
9. Develop and deploy applications on IBM WebSphere Application Server on Microsoft Windows and IBM Mainframe OS/390 environment
10. Provide analysis of EDI for syntax errors in support of the production systems
11. Provide fixes to system outages in coordination with other support areas
12. Assist business clients in responding to external client requests regarding CECP systems & B2B operations
13. Provide analysis of upcoming infrastructure changes to assess the impact on the CECP & B2B systems
14. Gather and analyze data for the development and modification of functional and system design specifications
15. Design methods and procedures for computer systems and/or sub-systems
16. Develop, test and migrate computer systems and/or sub-systems of larger systems as part of releases and emergency fixes
17. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
18. Analyze and recommend alternatives and options for solutions
19. Develop technical specifications for systems development, design and implementation

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20. Work with the development and support teams on understanding business use cases
21. Review and analyze high-level design and system use case documents
22. Review and analyze technical level design documents and detail level design documents
23. Review and analyze system walkthroughs with Development, Production Support and Business groups
24. Transfer knowledge to the project team and client staff on an ongoing basis
25. Perform Metric Analysis or Statistical Analysis based on Incident Management for a production support environment.

Specialties / Skills

Specialties could include but not limited to:

- a) DB2
- b) Microsoft Office Suite (Word, Excel, PowerPoint)
- c) IBM WebSphere
- d) IBM Mainframe OS/390 environment
- e) EDI Message standards ANSI ASC X12 EDI or UN/EDIFACT
- f) IBM MQSeries
- g) C++
- h) Java
- i) SMART Ticket Process
- j) JIRA
- k) Microsoft Windows Server

Deliverables

Deliverables could include but not limited to:

- a) Program code
- b) Interface and user screens
- c) Problem, status, performance, issue, outage reports
- d) Impact assessments
- e) Functional specifications
- f) System specifications
- g) Procedure documents
- h) Operational manuals
- i) Lessons-learned documents
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- k) Emergency fixes reports
- l) Application screens and reports
- m) Application forms, manual, programs, data files and procedures for systems and/or applications
- n) Demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- o) Technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: **A.7 Programmer/Analyst (UI)**
Experience Level: **Level 3**

Tasks

Tasks could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Design and document the database changes
8. Develop the components of the application using React & Redux libraries along with ECMAScript and HTML5 coding as per requirements
9. Create/update various technical documents such as the System Requirements specifications, System Use Cases, etc. as per CBSA's Service Level Management Framework
10. Create test plans and test cases
11. Utilization of Subversion (SVN)
12. Assist and knowledge transfer to junior team members and perform peer reviews, code walkthroughs and demonstrations.

Specialties / Skills

Specialties could include but not limited to:

- a) React and Redux libraries
- b) HTML5
- c) ECMAScript 5.1 or later
- d) Java EE 6
- e) XML

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- f) JavaScript
- g) SVN (Subversion)

Deliverables

Deliverables could include but not limited to:

- a) Produce operational systems including all electronic manuals, programs, data files and procedures
- b) Provide impact analysis on all tasks
- c) Prepare and conduct test plans and cases
- d) Provide status reports and project plans
- e) Prepare and conduct demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- f) Produce and provide documentation in electronic format (presentations, procedures, instructions, FAQs, etc.)
- g) Produce technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: A.8 System Analyst
Experience Level: Level 3

Tasks

Tasks could include but not limited to:

1. Interact with business clients and translate business requirements into technical specifications for systems development, design and implementation
2. Develop requirements, feasibility, cost, design, and specification documents
3. Identify and document systems requirements
4. Implement systems to support projects, departments, organizations or businesses
5. Analyze and recommend alternatives and options for solutions
6. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems
7. Develop, configure and/or manage technical aspects of application software, user interfaces and third-party components
8. Conduct and manage unit, system tests and regression tests
9. Production monitoring, technical support, troubleshooting, and resolution for solution
10. Provide hands-on third-level support for applications
11. Implement enhancements and upgrades to remain compatible with the evolving software and/or platform
12. Stay abreast of new technologies
13. Make recommendations on improving business process and practices
14. Assist with creating User's Guide and training material
15. Conduct business process modeling, automation and integration with other applications.

Specialties / Skills

Specialties could include but not limited to:

- a) HTML
- b) Java
- c) JavaScript

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- d) SQL Server 2012 or later
- e) PL/SQL
- f) XML
- g) JSP
- h) CSS
- i) Project Management
- j) Software development process/life cycle
- k) ITIL
- l) Confluence
- m) GCDocs
- n) MS Office Suite (Word, Excel, PowerPoint)
- o) JIRA
- p) MS Visio

Deliverables

Deliverables could include but not limited to:

- a) Implementing, configuring and customizing the various applications
- b) Develop business processes in line with stakeholder requirements
- c) Technical guidance and solutions architecture
- d) Perform gap analyses, provide solution guidance and prepare estimates of effort, duration and technical approach to achieve project goals based on review of business and functional requirements
- e) Modeling, configuration, development, troubleshooting and support activities of end-to-end business processes
- f) Demonstrations, walkthroughs and coaching of project team resources including knowledge transfer
- g) Technical documentation as required by CBSA's Service Lifecycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: B.14 Technical Writer

Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Create and update various business and technical documents such as Standard Operating Procedures (SOPs), user guides, Technical Design Documents, manuals, web page content, technical presentations, etc.
2. Gather information from business and technical resources on processes and to translate them into defined and structured procedures
3. Produce instructions, and assemble specifications, flow charts, diagrams, layouts, operating instructions and illustrations to document applications for later modification or reference
4. Assist and knowledge transfer to junior team members and perform reviews of existing documentation
5. Establish documentation standards
6. Review existing project documentation for accuracy and completeness
7. Coordinate the preparation and revision of project and system documentation
8. Design the layout of the documents and manuals
9. Provide status reports and impact analysis.

Specialties / Skills

Specialties could include but not limited to:

- a) Microsoft Office Suite (Word, Excel, PowerPoint)
- b) Microsoft Visio
- c) ITIL Foundation certification
- d) Specialized certification or diploma in Technical Writing
- e) Must be fluent in both official languages of Canada (French and English)
- f) HTML
- g) Confluence
- h) GCDocs

Deliverables

Deliverables could include but not limited to:

- a) Produce business as well as technical documentation including:
 - presentations

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- procedures
 - FAQs
 - training manuals
 - user's guide
 - technical design document
 - installation instructions
- b) Produce impact analysis
- c) Produce status reports and project plans
- d) Prepare and conduct demonstrations and document reviews
- e) Gather information on processes and translate them into defined and structured procedures
- f) Use word-processing, desktop publishing and graphics software packages
- g) Produce technical documentation as required by CBSA's Service Life Cycle Management Framework (SLMF) to develop and implement solutions, including Application Design Specifications (ADS).

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TBIPS Category: I.7 Platform Analyst (B2B)

Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Meet with CBSA Business clients and technical stakeholders to analyze and document detailed B2B requirements
2. Analyze and document in detail interfaces, existing or legacy system processes, components, and supporting systems within the CBSA to determine their functions within the B2B capability
3. Design data structures and files, sub-systems and modules, programs, batch, on line message processing, and production monitoring procedures, testing strategy and systems
4. Develop and maintain XML artefacts such as XML Schemas and XSLT Transformation
5. Develop Custom Service Adapters for Sterling Business Integrator (SBI) product using the MESA tool
6. Develop Web Services using technologies such as Jersey and Spring Framework development applications
7. Develop Business Processes by integrating with Simple Object Access Protocol (SOAP) or RESTFUL API
8. Develop and implement B2B processes using Graphical Process Modeler (GPM) and Business Process Modeling Language (BPML)
9. Conduct performance analysis, troubleshooting, and tuning of the IBM SBI COTS product and Data Maps
10. Manage Electronic Data Interchange (EDI) processing and exchange of routine business data between trading partners in standard data formats
11. Perform displaying of data flows and simplifying data flow processes
12. Develop and implement:
 - adaptor service configurations
 - data transformation
 - data content parsing and extraction
 - data routing
13. Perform IBM SBI COTS product customization to meet CBSA requirements for facilitating, capturing and sharing of information exchanged with Participating Government Agencies (PGAs), Other Government Departments and Trading Partners
14. Use supported industry standards, prebuilt processes and services (for example: EDI, EDIINT, etc.) to implement data mapping and map conversion
15. Create Data Map Source and Destination Schemas

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16. Design, develop, administer Inbound and Outbound Data Maps and view Maps results using IBM Sterling Business Integrator (SBI) or equivalent technology
17. Test Web Service Gateway application by using service-oriented architecture SOAPUI tool
18. Develop System Use Case documents
19. Develop Test Plan, Test data, and Test result documents
20. Translate corporate strategy and business requirements into an application environment
21. Produce best practices and standards for business process development and mapping
22. Provide status and tracking of business transactions with trading partners
23. Create briefing notes intended for senior management on issues related to technical requirements and challenges on large scale IT projects.

Specialties / Skills

Specialties could include but not limited to:

- a) IBM Sterling Business Integrator COTS product:
 - o Graphical Business Process Modeller (GPM)
 - o GPM Services and Adapters
 - o Business Process Modelling Language (BPML)
 - o Visual Data Mapper
 - o Business Process Development
 - o Custom Service Adapters (MESA API)
- b) Extensible Markup Language (XML):
 - o XML Schema Definition (XSD)
 - o Document Type Definition (DTD)
 - o XPATH
 - o XSLT
 - o Xquery
- c) Java
 - o IBM Rational Software Architect
 - o Eclipse 3.x and 4.x IDE
 - o J2EE (WebSphere)
 - o JMS (WebSphereMQ)
 - o WebSphere Application Server (WAS)
 - o JDBC and Hibernate
 - o Spring Framework
 - o ANT, Apache Maven, SVN, git
 - o IBM Integration BUS
 - Service Bus Components
 - o IBM DataPower
 - Multi-protocol Adapters
 - IBM Transformation Extender
- d) Communication Protocols:

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- File Transfer Protocol (FTP)
- Hypertext Transfer Protocol (HTTP)
- Simple Mail Transfer Protocol (SMTP)
- Managed File Transfer including PWGSC's MSFT solution

- e) Service Oriented Architecture (SOA):
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS

- f) Electronic Data Interchange (EDI):
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models

- g) Interoperability & Integration:
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption
 - CA-Idm/SM
 - Request/Response
 - Fire and Forget

Deliverables

Deliverables could include but not limited to:

- a) Provide Impact Analysis documents
- b) Provide System Requirements Specification (SRS) documents (Word format)
- c) Provide Architecture and Design Specification (ADS) documents (Word format)
- d) Provide System Use Case (SUC) documents (Word format)
- e) Develop Business Processes (REST, EDI, XML, JAVA coding language), Web Service capability (XML and Java coding), Appliance Configuration Modules (IBM DataPower and GatewayScript)
- f) Provide test plan, test data, and test result documents (Word and Excel format)
- g) Provide weekly status updates in writing supported by meetings / presentations to update the technical authority on progress or delays
- h) Prepare and conduct demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- i) Provide lessons learned narrative.

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TBIPS Category: I.7 Platform Analyst (Data Power)

Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Meet with CBSA Business clients and technical stakeholders to analyze and document detailed B2B requirements
2. Analyze and document in detail interfaces, existing or legacy system processes, components, and supporting systems within the CBSA to determine their functions within the B2B capability
3. Design data structures and files, sub-systems and modules, programs, batch, on line message processing, and production monitoring procedures, testing strategy and systems
4. Develop and maintain XML artefacts such as XML Schemas and XSLT Transformation
5. Develop Custom Modules for IBM DataPower product using GatewayScript
6. Develop Web Services using technologies such as Jersey and Spring Framework development applications
7. Develop Business Processes by integrating with Simple Object Access Protocol (SOAP) or RESTFUL API
8. Conduct performance analysis, troubleshooting, and tuning of the IBM DataPower product and IBM Transformation Extender Maps
9. Manage Electronic Data Interchange (EDI) processing and exchange of routine business data between trading partners in standard data formats
10. Perform displaying of data flows and simplifying data flow processes
11. Develop and implement
 - adaptor service configurations
 - data transformation
 - data content parsing and extraction
 - data routing
12. Perform IBM DataPower product customization/configuration to meet CBSA requirements for facilitating, capturing and sharing of information exchanged with Partner Government Agencies, Other Government Departments and Trading Partners
13. Use supported industry standards, prebuilt processes and services (for example: EDI, EDIINT, etc.) to implement data mapping and map conversion
14. Create Data Map Source and Destination Schemas and Data format definitions
15. Design, develop, administer Inbound and Outbound Data Transformations and view Maps results using IBM DataPower, IBM Transformation Extender or equivalent technology
16. Test Web Service Gateway applications by using service-oriented architecture SOAPUI tool
17. Develop System Use Case documents

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18. Develop Test Plan, Test data, and Test result documents
19. Translate corporate strategy and business requirements into an application environment
20. Produce best practices and standards for business process development and mapping
21. Provide status and tracking of business transactions with trading partners
22. Create briefing notes intended for senior management on issues related to technical requirements and challenges on large scale IT projects.

Specialties / Skills

Specialties could include but not limited to:

- a) Extensible Markup Language (XML)
 - XML Schema Definition (XSD)
 - Document Type Definition (DTD)
 - XPATH
 - XSLT
 - Xquery
- b) Java
 - IBM Rational Software Architect:
 - Eclipse 3.x and 4.x IDE
 - J2EE (WebSphere)
 - JMS (WebsphereMQ)
 - WebSphere Application Server (WAS)
 - JDBC and Hibernate
 - Spring Framework
 - ANT, Apache Maven, SVN, git
 - IBM DataPower
 - Multi-protocol Adapters
 - IBM Transformation Extender
- c) Communication Protocols
 - File Transfer Protocol (FTP)
 - Hypertext Transfer Protocol (HTTP)
 - Simple Mail Transfer Protocol (SMTP)
 - Managed File Transfer including PWGSC's MSFT solution
- d) Service Oriented Architecture (SOA)
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS

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- e) Electronic Data Interchange (EDI)
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models
- f) Interoperability & Integration
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption
 - CA-Idm/SM
 - Request/Response

Deliverables

Deliverables could include but not limited to:

- a) Provide Impact Analysis documents
- b) Provide System Requirements Specification (SRS) documents (Word format)
- c) Provide Architecture and Design Specification (ADS) documents (Word format)
- d) Provide System Use Case (SUC) documents (Word format)
- e) Develop Business Processes (REST, EDI, XML, JAVA coding language), Web Service capability (XML and Java coding), Appliance Configuration Modules (IBM DataPower and GatewayScript)
- f) Provide test plan, test data, and test result documents (Word and Excel format)
- g) Provide weekly status updates in writing supported by meetings / presentations to update the technical authority on progress or delays
- h) Prepare and conduct demonstrations, walkthroughs and coaching of other resources including knowledge transfer
- i) Provide lessons learned narrative.

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TBIPS Category: P.9 Project Manager
Experience Level: Level 2

Tasks

Tasks could include but not limited to:

1. Assist project management personnel, team leads, technical subject matter experts, end users in project coordination and managing tasks spanning across the CBSA and other government agencies/departments
2. Create, maintain, review and update relevant project documentation and artifacts
3. Maintain documentation on departmental Electronic Document and Records Management Solution (EDRMS)
4. Track and monitor project change requests
5. Provide regular input to periodically update release schedules, project timelines, financial forecasts and other estimates related to a subset of the overall project deliverables
6. Use various desktop tools and office automation software products
7. Communicate orally and in writing with project personnel, technical subject matter experts, team leads and end users on various matters related to projects and various undertakings
8. In collaboration with Project/Team Leads, Portfolio Service Management, document project objectives, budgetary requirements, timeline, roles and responsibilities of team members, deliverables, constraints, etc.
9. Assist and support Team/Project Leader in coordinating projects activities during the development and implementation phases
10. Assist and support Team/Project Leader in managing releases and upgrades to existing applications
11. Ensure project deliverables, those that are relevant to Common and Corporate Systems, are on time, within budget and meet expectations
12. Notify management when issues arise and consult team for corrective actions
13. Identify and monitor risks and constraints
14. Review, monitor and comment on project activities, deliverables and timelines
15. Identify and report to Team/Project Leader any issues and risks
16. Provide regular status reports
17. Participate in reviews and walkthroughs with project team members
18. Organize, lead and facilitate meetings, including the creation of agendas, preparation of material and maintain record of decisions
19. Prepare presentations using MS PowerPoint

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20. Prepare schedules using MS Project.

Specialties / Skills

Specialties could include but not limited to:

- a) Project Management Professional (PMP) certification or PRINCE2 Practitioner certification
- b) PMBOK standards and guidelines
- c) Microsoft Project
- d) ITIL (Information Technology Infrastructure Library) or ITSM (Information Technology Service Management) certification
- e) Microsoft Office Suite (Word, Excel, PowerPoint)
- f) Microsoft Visio
- g) Adobe Acrobat
- h) Project management methodologies
- i) Risk management practices
- j) Strong written and verbal communication skills.

Deliverables

Deliverables could include but not limited to:

- a) Project Overview
- b) Impact Statement
- c) Constraints and Assumptions
- d) Financial Summary
- e) Project Approach
- f) Project Organization
- g) Work Breakdown Structure (WBS)
- h) Preliminary Estimates
- i) Project Schedule
- j) Coordinate the review and provide feedback on Test Plans, Scripts and Use Case
- k) Coordinate the review and provide feedback on Architecture Variance
- l) Coordinate the review and provide feedback on Business Context Models such as Business Use Case (BUC) models
- m) Coordinate the review and provide feedback on Preliminary Options Analysis (POA)
- n) Coordinate the review and provide feedback on Conceptual System Design (CSD)
- o) Coordinate the review and provide feedback on Technical Design Document (TDD)

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- p) Coordinate the review and provide feedback on Development Strategy
- q) Review documentation according to CBSA's set of best practices, standards and methodologies
- r) Prepare Progress and Status Reports including presentations
- s) Risk and Issue tracking.

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be

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considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail. Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

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APPENDIX B TO ANNEX A
TASK AUTHORIZATION FORM
(Provided under separate cover)

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APPENDIX C TO ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

1.0 Mandatory Resource Assessment Criteria:

1.1 A.1 Application/Software Architect - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.1.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as an Application/Software Architect performing at least 15 of the 21 tasks listed in the Statement of Work.		
M.1.1.2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience with the design, development, testing, and deployment of large-scale* web-based and distributed applications.</p> <p>*Large scale is defined as:</p> <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 		
M.1.1.3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience analyzing, designing, integrating and documenting technical architectures, frameworks, strategies and interfaces for enterprise-wide applications.*</p> <p>*An enterprise-wide application is a system that operates in a corporate environment such as a business or government, designed to satisfy the</p>		

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Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	needs of a large organization of 1,000 employees or more rather than individual users.		
M.1.1.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience designing Web APIs or Web Services including JavaScript and CSS.		
M.1.1.5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience in:</p> <ul style="list-style-type: none"> • exploring and evaluating new technologies • researching industry trends • maintaining current and evolving solutions • leading technical discussions aimed at promoting and adopting technological directions, frameworks, strategies, and development practices and techniques • establishing a long-term vision of web-based applications and the path to get there (roadmap). 		

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1.2 A.11 Tester - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.2.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as Web Application Software Tester in an IM/IT technical environment performing at least 10 of the 14 tasks listed in the Statement of Work.		
M.1.2.2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the past 5 years, in the creation of test deliverables, test cases, anticipated results and test plans.		
M.1.2.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience in establishing testing procedures and the use of automated testing tools for: <ul style="list-style-type: none"> • unit testing • integration testing • regression testing 		
M.1.2.4	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience developing automated unit and integration tests for: <ul style="list-style-type: none"> • Java built web applications • HTML web applications • Web services (SOAP, REST, WEB API) 		
M.1.2.5	The Contractor must demonstrate that the proposed resource has experience within the last 10 years working on large scale IT projects* <p>*Large scale IT project is defined as:</p> <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 		

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1.3 A.14 Web Developer (Usability Expert) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.3.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as a Web Developer (Usability Expert) performing at least 13 of the 19 tasks listed in the Statement of Work.		
M.1.3.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 8 years, designing web application interfaces for an IM/IT project with 500 users or more.		
M.1.3.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 8 years, developing usability tests, organizing, leading and participating in usability testing, documenting, analyzing results and modifying design accordingly.		
M.1.3.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 8 years, documenting workflow maps and user interfaces.		
M.1.3.5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, designing web application interfaces that meet and are in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability*.</p> <p>*A common definition of the WCAG 2.0 standards and guidelines is available at the following sites:</p> <p>https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines</p> <p>https://en.wikipedia.org/wiki/Web_accessibility#Guidelines on accessible web design</p>		

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1.4 A.7 Programmer/Analyst (CECP) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.4.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, within the last 15 years, working as a Programmer/Analyst performing at least 19 of the 28 tasks listed in the Statement of Work.		
M.1.4.2	The Contractor must demonstrate that the proposed resource has a minimum of 7 years of experience, within the last 15 years, in programming using Java.		
M.1.4.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience in designing and building applications using IBM WebSphere Application Server running on Mainframe z/OS or OS/390.		

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1.5 A.7 Programmer/Analyst (Java) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.5.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as a Java Programmer/Analyst performing at least 8 of the 11 tasks listed in the Statement of Work.		
M.1.5.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, designing, developing and implementing RESTful Java Web Services.		
M.1.5.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the past 5 years, developing applications using Java EE 6 or later.		
M.1.5.4	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, developing applications using Java Persistence API.		
M.1.5.5	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the last 5 years, creating and normalizing relational databases.		
M.1.5.6	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the last 5 years, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability*.</p> <p>*A common definition of the WCAG 2.0 standards and guidelines is available at the following sites:</p> <p>https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines</p> <p>https://en.wikipedia.org/wiki/Web_accessibility#Guidelines on accessible web design</p>		

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1.6 A.7 Programmer/Analyst (MS Dynamics) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.6.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, working as an MS Dynamics Programmer/Analyst performing at least 12 of the 17 tasks listed in the Statement of Work.		
M.1.6.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, designing, developing and integrating MS Dynamics applications with other enterprise technologies or applications.		
M.1.6.3	The Contractor must demonstrate that the proposed resource has a Microsoft Dynamics certification 2013 or higher. Note: a copy of the certification must be provided at bid closing.		
M.1.6.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, with the analysis, design and development of web-based applications using C# and JavaScript.		
M.1.6.5	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the last 5 years, conducting the following: <ul style="list-style-type: none"> • software analysis • code analysis • requirements analysis • performance analysis • software reviews • system risk analysis • software reliability analysis 		

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1.7 A.7 Programmer/Analyst (Prod Support) - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.7.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Programmer Analyst performing at least 17 of the 25 tasks listed in the Statement of Work.		
M.1.7.2	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience within the last 5 years, maintaining and supporting C++ and Java based applications running in a production environment.		
M.1.7.3	<p>The Contractor must demonstrate that the proposed resource has minimum of 2 years of experience, within the last 5 years, maintaining, supporting and administering the day-to-day operations of high availability* applications.</p> <p>*A high availability application is defined as a system which is expected to operate reliably for 24 hours per day, 365 days per year. With the exception of planned outages, the minimum acceptable availability ratio is 95% per year, whereas 99% is desirable.</p>		
M.1.7.4	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience providing production support on an EDI IT application that uses:</p> <ul style="list-style-type: none"> • IBM MQSeries • EDI using message standards ANSI ASC X12 EDI or UN/EDIFACT 		
M.1.7.5	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience utilizing a DB2 database.		

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M.1.7.6	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience deploying applications on IBM's WebSphere Application Server running Microsoft Windows and IBM Mainframe OS/390 environment.		
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1.8 A.7 Programmer/Analyst (UI) - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.8.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience working as a JavaScript or ECMAScript Programmer/Analyst performing at least 8 of the 12 tasks listed in the Statement of Work.		
M.1.8.2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the past 5 years, designing, developing and implementing applications based on the ECMAScript 5.1 or later scripting-language.		
M.1.8.3	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, designing, developing and implementing applications based on the HTML5 markup language.		
M.1.8.4	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience developing applications using React and a minimum of 6 months of experience using Redux JavaScript libraries.		
M.1.8.5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability*.</p> <p>*A common definition of the WCAG 2.0 standards and guidelines is available at the following sites:https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines</p> <p>https://en.wikipedia.org/wiki/Web_accessibility#Guidelines_on_accessible_web_design</p>		

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1.9 A.8 System Analyst - Level 3

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.9.1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, within the last 15 years, working as a System Analyst performing at least 10 of the 15 tasks listed in the Statement of Work.		
M.1.9.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, in evaluating business requirements and preparing detailed system specifications for the development of web-based applications serving 250 users or more.		
M.1.9.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, undertaking and leading option analysis exercise including: <ul style="list-style-type: none"> researching viable solutions assessing and evaluating possible alternatives determining which option appears to be most effective at providing the best solution presenting the results of the option analysis and the recommendation to management preparing cost benefit analysis 		
M.1.9.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, undertaking, leading and documenting User Stories and/or System Use Cases to describe the interaction between the software and users.		
M.1.9.5	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of project experience in using a recognized system development lifecycle methodology (SDLC) such as Waterfall, Agile, Iterative, Incremental, Lean, Spiral, etc.		

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Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.9.6	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience designing interfaces and end-to-end business processes for integrated applications using enterprise technology and/or commercial off-the-shelf software products.		

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1.10 B.14 Technical Writer - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.10.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, working as a Technical Writer in an IM/IT environment performing at least 6 of the 9 tasks listed in the Statement of Work.		
M.1.10.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, in the development and maintenance of instructional documentation such as User's Guide, step-by-step installation instructions, training manuals and Standard Operating Procedures (SOPs).		
M.1.10.3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the past 10 years, working with technical resources to document the processes and procedures of IT applications and systems.		
M.1.10.4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, using Microsoft office products including: <ul style="list-style-type: none"> • Word • PowerPoint • Excel • MS Visio 		

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1.11 I.7 Platform Analyst (B2B) - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated experience (Contractor to insert data)	Insert page # of resume
M.1.11.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Platform Analyst performing at least 16 of the 23 tasks listed in the Statement of Work.		
M.1.11.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience designing, developing and implementing Business to Business (B2B) solutions* within the last 10 years. *A B2B solution is defined as facilitating the capture and sharing of electronic information exchanged between one business and another.		
M.1.11.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience developing B2B solutions using each of the following: <ul style="list-style-type: none"> • XML (Extensible Markup Language) • Java (J2EE) • Web Services (REST or SOAP) 		
M.1.11.4	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience with each of the following: <ul style="list-style-type: none"> • MQ messaging • DB2 • Data Modeling 		

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1.12 I.7 Platform Analyst (Data Power) - Level 2

Name of Resource: _____			
#	Mandatory Technical Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.12.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Platform Analyst performing at least 15 of the 22 tasks listed in the Statement of Work.		
M.1.12.2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, designing, developing and implementing Business to Business (B2B) solutions*. *A B2B solution is defined as to facilitate the capture and sharing of electronic information exchanged between one business and another.		
M.1.12.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience in developing B2B solutions using each of the following: <ul style="list-style-type: none"> • XML (Extensible Markup Language) • Java (J2EE) • Web Services (REST or SOAP) • IBM DataPower (GatewayScript) 		
M.1.12.4	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, with each of the following: <ul style="list-style-type: none"> • MQ messaging • JMS messaging • DB2 • Data Modeling 		

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1.13 P.9 Project Manager (BPA & B2B) - Level 2

Name of Resource:			
#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
M.1.13.1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Project Manager performing at least 13 of the 20 tasks listed in the Statement of Work.		
M.1.13.2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, in managing IT projects* and providing IT project management support including performing the following functions:</p> <ul style="list-style-type: none"> • Conduct and organize project start-up activities • Participate in options and cost benefit analysis • Determine and identify tasks and deliverables • Develop and maintain project schedules • Prepare budgetary estimates • Oversee and coordinate project activities • Monitor and track project activities and deliverables • Prepare progress reports including identifying risks and issues • Organize and facilitate meetings, walkthroughs, presentations, training sessions to different type of audience, for example, technical, non-technical and senior management • Develop, review and maintain project documentation including periodic status/progress reports. <p>*IT project is defined as:</p>		

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Name of Resource:			
#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	<ul style="list-style-type: none"> Scope spans multiple programs and services User base of 500 users or more 		
M.1.13.3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 5 years, using a change management process to track, coordinate and implement system enhancements.		
M.1.13.4	The Contractor must demonstrate that the proposed resource has experience managing multiple IT projects with similar timelines and competing priorities and working collaboratively with other project management personnel from other areas of the organization.		
M.1.13.5	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 5 years, developing and providing presentations to project personnel including senior management and end-users.		

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2.0 Point Rated Resource Assessment Criteria:

2.1 A.1 Application/Software Architect – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.1.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 10 years of experience required in M.1.1.1 working as an Application/Software Architect.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.1.2	The Contractor should demonstrate that the proposed resource has experience as an Application/Software Architect working on at least three (3) large scale IT projects*. *Large scale IT project is defined as: <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 	1 project = 2 points 2 projects = 4 points 3 projects = 6 points	6	
R.2.1.3	The Contractor should demonstrate that the proposed resource has over and above the minimum of 5 years of experience required in M.1.1.3 analyzing, designing, integrating and documenting technical architectures, frameworks, strategies and interfaces for enterprise-wide solutions/systems.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.1.4	The Contractor should demonstrate that the proposed resource has experience preparing and presenting technical material to senior	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	management.			
R.2.1.5	The Contractor should demonstrate that the proposed resource has experience in facilitating group discussions with technical team members and client representatives on application design considerations.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.1.6	The Contractor should demonstrate that the proposed resource has experience preparing and designing architectural artifacts using tools such as Rational Rose, Magic Draw, TogetherJ, Balsamiq, Visio or Enterprise Architect.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.1.7	The Contractor should demonstrate that the proposed resource has experience working on IT related projects using the Rational Unified Process (RUP) for the design of enterprise-wide applications. *An enterprise-wide application is a system that operates in a corporate environment such as a business or government, designed to satisfy the needs of a large organization of 1,000 employees or more rather than individual users.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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2.2 A.11 Tester – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.2.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 5 years of experience required in M.1.2.1 working as Web Application Software Tester in an IM/IT technical environment.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.2.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.2.2 in creating test deliverables, test cases, anticipated results and test plans.	3+ to 5 years = 2 points 5+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.2.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.2.3 using automated testing tools.	3+ to 5 years = 2 points 5+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.2.4	The Contractor should demonstrate that the proposed resource has experience working with: <ul style="list-style-type: none"> • HP Quality Center • Selenium automated testing tool 	5 points for each test automated tool/product	10	
Total Available points:			28	
Minimum Total Overall Points Required to be declared responsive:			16	
Total achieved:				

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2.3 A.14 Web Developer (Usability Expert) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.3.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 10 years required in M.1.3.1 as a Web Developer (Usability Expert).	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.3.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.3.2 designing web application interfaces for an IM/IT project with 500 users or more.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.3.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.3.3 developing usability tests, organizing, leading and participating in usability testing, documenting, analyzing results and modifying design accordingly.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.3.4	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.3.4 documenting workflow maps and user interfaces.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	

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R.2.3.5	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.3.5 designing web application interfaces that meet and are in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.3.6	The Contractor should demonstrate that the proposed resource has a minimum of 2 years of experience, within the past 5 years, developing applications using React libraries.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.4 A.7 Programmer/Analyst (CECP) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.4.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 7 years of experience required in M.1.4.2 working as a Programmer/Analyst.	7+ to 10 years = 2 points 10+ to 13 years = 4 points 13+ years = 6 points	6	
R.2.4.2	The Contractor should demonstrate that the proposed resource has over and above the minimum 5 years of experience required in M.1.4.3 designing and building applications using IBM WebSphere Application Server running on Mainframe z/OS or OS/390.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.4.3	The Contractor should demonstrate that the proposed resource has experience in designing, developing and implementing Object-Oriented systems and Object Oriented (OO) n-tier applications using OO tools such as Unified Modeling Language (UML) and Rational Unified Process (RUP).	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.4.4	The Contractor should demonstrate that the proposed resource has experience in using and supporting web frameworks in Java.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	

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R.2.4.5	The Contractor should demonstrate that the proposed resource has experience designing and developing applets using HyperText Markup Language (HTML), Servlets and JavaServer Pages / JavaServer Faces (JSP/JSF).	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.4.6	The Contractor should demonstrate that the proposed resource has experience designing, building and supporting Java 2 Platform, Enterprise Edition (J2EE) applications. Technologies used must include ALL of the following: <ul style="list-style-type: none"> • JavaServer Pages (JSP) • Servlets • Enterprise Java Beans (EJB) • Extensible Markup Language (XML) • Web services 	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.5 A.7 Programmer/Analyst (Java) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.5.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 10 years of experience required in M.1.5.1 as a Java Programmer/Analyst.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.5.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M1.5.2 designing, developing and implementing RESTful Java Web Services.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.5.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.5.3 developing applications using Java EE 6 or later.	3+ to 4 years = 2 point 4+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.5.4	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.5.4 developing applications using Java Persistence API.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
R.2.5.5	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.5.5 creating and normalizing relational databases.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.5.6	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.5.6, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
R.2.5.7	The Contractor should demonstrate that the proposed resource has experience in testing, designing, and developing automated tests using Java (JUnit).	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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2.6 A.7 Programmer/Analyst (MS Dynamics) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.6.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.6.1 working as an MS Dynamics Programmer/Analyst.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
R.2.6.2	The Contractor should demonstrate that the proposed resource has worked as an MS Dynamics Programmer/Analyst on two (2) projects serving a user base of more than 250 users. Note: individual points will be awarded for each of the two (2) projects	<u>Project #1</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points <u>Project #2</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points	12	
R.2.6.3	The Contractor should demonstrate that the proposed resource has obtained MS Dynamics 2015 certification. Note: a copy of the certification should be provided.	MS Dynamics 2015 certification = 3 points	3	

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R.2.6.4	The Contractor should demonstrate that the proposed resource has at least 5 years of programming experience with the following languages: <ul style="list-style-type: none"> • C# • JavaScript • SQL 	2 points per language up to a maximum of 6 points	6	
R.2.6.5	The Contractor should demonstrate that the proposed resource has experience conducting and executing regression and user acceptance tests.	1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ years = 6 points	6	
Total Available points:			33	
Minimum Total Overall Points Required to be declared responsive:			20	
Total achieved:				

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2.7 A.7 Programmer/Analyst (Prod Support) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.7.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.7.3 maintaining, supporting and administering the day-to-day operations of high availability* applications.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.7.2	The Contractor should demonstrate that the proposed resource has experience in C++ version 6.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
R.2.7.3	The Contractor should demonstrate that the proposed resource has a minimum of 2 years of experience in liaising and communicating both verbally and in writing with clients and other technical resources in the context of providing operational support as outlined below: <ul style="list-style-type: none"> addressing system malfunctions providing status and progress reports obtaining clarification and additional details on the behavior of the system communicating unplanned and scheduled outages installation of fixes and patches handling ad-hoc requests 	2+ to 4 years = 4 points 4+ to 6 years = 8 points 6+ years = 12 points	12	

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Name of Resource: _____

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	<ul style="list-style-type: none"> coaching/training knowledge transfer producing technical documents such as release notes, FAQs, installation instructions. 			
R.2.7.4	The Contractor should demonstrate that the proposed resource has experience utilizing SMART Ticket Process in a production support role.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
R.2.7.5	The Contractor should demonstrate that the proposed resource has experience performing metric analysis or statistical analysis based on incident management in a production support environment.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.8 A.7 Programmer/Analyst (UI) – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.8.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 10 years required in M.1.8.1 as a JavaScript or ECMAScript Programmer/Analyst.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.8.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 3 years required in M.1.8.2 designing, developing and implementing applications based on the ECMAScript 5.1 or later scripting-language.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.8.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.8.3 designing, developing and implementing applications based on the HTML5 markup language.	2+ to 3 years = 4 points 3+ years = 6 points	6	
R.2.8.4	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.8.4 developing applications using React JavaScript libraries.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	

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R.2.8.5	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 2 years required in M.1.8.5, in developing code that meets and is in line with the internationally recognized Web Content Accessibility Guidelines (WCAG) 2.0 on accessibility and usability.	2+ to 3 years = 2 points 3+ to 4 years = 4 points 4+ years = 6 points	6	
Total Available points:			30	
Minimum Total Overall Points Required to be declared responsive:			18	
Total achieved:				

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2.9 A.8 System Analyst – Level 3

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.9.1	The Contractor should demonstrate that the proposed resource has over and above the minimum 10 years required in M.1.9.1 working as a System Analyst.	10+ to 12 years = 2 points 12+ to 14 years = 4 points 14+ years = 6 points	6	
R.2.9.2	The Contractor should demonstrate that the proposed resource has worked as a System Analyst on three (3) IT projects with the purpose of delivering web-based applications to more than 250 users. Note: individual points will be awarded for each of the three (3) projects	<u>Project #1</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points <u>Project #2</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points <u>Project #3</u> 250+ to 500 users = 2 points 500+ to 1,000 users = 4 points 1,000+ users = 6 points	18	
R.2.9.3	The Contractor should demonstrate that the proposed resource has experience with the ITIL (Information Technology Infrastructure Library) framework including ITIL processes and best practices.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.9.4	The Contractor should demonstrate that the proposed resource has experience working on horizontal initiatives or IT projects that span across more than one Government department.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.9.5	The Contractor should demonstrate that the proposed resource has a working knowledge of the following applications: <ul style="list-style-type: none"> • MS Excel • MS PowerPoint • MS Project • MS Word • MS Visio 	2 points per application up to a maximum of 10 points	10	
R.2.9.6	The Contractor should demonstrate that the proposed resource has over and above the minimum of 5 years required in M.1.9.6 designing interfaces and end-to-end business processes for integrated applications using enterprise technology and/or commercial off-the-shelf software products.	5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ years = 6 points	6	
Total Available points:			52	
Minimum Total Overall Points Required to be declared responsive:			31	
Total achieved:				

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2.10 B.14 Technical Writer – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.10.1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.10.1 working as a Technical Writer in an IM/IT environment.	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.10.2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.10.2 developing and maintaining instructional documentation such as User's Guide, step-by-step installation instructions, training manuals and Standard Operating Procedures (SOPs).	5+ to 7 years = 2 points 7+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.10.3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years required in M.1.10.3 working with technical resources to document the processes and procedures of IT applications and systems.	5+ to 7 years = 2 points 8+ to 9 years = 4 points 9+ years = 6 points	6	
R.2.10.4	The Contractor should demonstrate that the proposed resource has experience working as Technical Writer with a development team that is leveraging and using the	1 point for each programming language or software product up to a maximum of 10 points	10	

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Name of Resource: _____

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	<p>following programming languages and software products:</p> <ul style="list-style-type: none"> • HTML • CSS • JavaScript • JSP • Adobe LifeCycle • ASP • PowerScript • OpentText GCDocs • SAP Enterprise Resource Planning • XML • JIRA • Java • Moodle • MS Dynamics • Questionmark • IBM DataPower • IBM MQ 			
R.2.10.5	The Contractor should demonstrate that the proposed resource has experience editing technical documentation for web-based applications designed in Java.	<p>2+ to 4 years = 2 points</p> <p>4+ to 6 years = 4 points</p> <p>6+ years = 6 points</p>	6	
R.2.10.6	The Contractor should demonstrate that the proposed resource has experience with the ITIL (Information Technology	<p>2+ to 4 years = 2 points</p> <p>4+ to 6 years = 4 points</p> <p>6+ years = 6 points</p>	6	

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#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	Infrastructure Library) framework including ITIL processes and best practices.			
R.2.10.7	The Contractor should demonstrate that the proposed resource has a specialized certification or diploma in Technical Writing and/or Communication. Note: a copy of the certification or diploma should be provided.	Certification or Diploma = 5 points	5	
Total Available points:			45	
Minimum Total Overall Points Required to be declared responsive:			27	
Total achieved:				

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2.11 I.7 Platform Analyst (B2B) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.11.1	The Contractor should demonstrate that the proposed resource has experience implementing B2B solutions using the IBM Sterling B2B Integrator (SBI) COTS product.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.2	The Contractor should demonstrate that the proposed resource has experience with IBM WebSphere (J2EE) application server.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.3	The Contractor should demonstrate that the proposed resource has experience integrating IBM Sterling B2B Integrator (SBI) Business Processes using Web Service.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.4	The Contractor should demonstrate that the proposed resource has experience with Java programming using REST (Representational State Transfer) or SOAP (Simple Object Access Protocol) technologies.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.11.5	The Contractor should demonstrate that the proposed resource has experience analyzing, developing or enhancing an EDI IT application using MQ Series.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.11.6	<p>The Contractor should demonstrate that the proposed resource has experience within the last 10 years working on large scale IT projects*</p> <p>*Large scale IT project is defined as:</p> <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 	<p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 4 points</p> <p>5+ years = 6 points</p>	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			22	
Total achieved:				

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2.12 I.7 Platform Analyst (Data Power) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.12.1	The Contractor should demonstrate that the proposed resource has experience implementing B2B solutions using the IBM Data Power product.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.2	The Contractor should demonstrate that the proposed resource has experience with IBM WebSphere (J2EE) application server.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.3	The Contractor should demonstrate that the proposed resource has experience integrating IBM Data Power Business Processes using Multi-protocol Adapters or IBM Transformation Extender.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.4	The Contractor should demonstrate that the proposed resource has experience with Gateway Script (ECMAScript and CommonJS) programming within IBM Data Power.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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R.2.12.5	The Contractor should demonstrate that the proposed resource has experience with Java programming using REST (Representational State Transfer) or SOAP (Simple Object Access Protocol) technologies.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.6	The Contractor should demonstrate that the proposed resource has experience analyzing, developing or enhancing an EDI IT application using MQ Series and/or JMS.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
R.2.12.7	The Contractor should demonstrate that the proposed resource has experience within the last 10 years working on large scale IT projects* *Large scale IT project is defined as: <ul style="list-style-type: none"> • Scope spans multiple programs and services • User base of 500 users or more 	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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2.13 P.9 Project Manager (BPA & B2B) – Level 2

Name of Resource: _____				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
R.2.13.1	The Contractor should demonstrate that the proposed resource has experience in leading Information Technology (IT) projects.	3 projects = 2 points 4 projects = 4 points 5 projects = 6 points	6	
R.2.13.2	The Contractor should demonstrate that the proposed resource has experience working on horizontal initiatives or IT projects that span across more than one Government department.	1 project = 2 points 2 projects = 4 points 3 projects = 6 points	6	
R.2.13.3	The Contractor should demonstrate that the proposed resource has obtained a university degree or college diploma in project management, business administration, or computer science. A copy of the degree or diploma should be provided.	no degree or diploma = 0 points degree or diploma = 6 points	6	
R.2.13.4	The Contractor should demonstrate that the proposed resource has experience with both the Agile and Waterfall project management methodologies.	Agile = 3 points Waterfall = 3 points	6	

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R.2.13.5	The Contractor should demonstrate that the proposed resource has at least 5 years of experience working with: <ul style="list-style-type: none"> • MS Excel • MS PowerPoint • MS Project • MS Word • MS Visio 	2 points per application up to a maximum of 10 points	10	
R.2.13.6	The Contractor should demonstrate that the proposed resource has experience with the ITIL (Information Technology Infrastructure Library) including best practices and guidelines.	2+ to 4 years = 3 points 4+ years = 6 points	6	
R.2.13.7	The Contractor should demonstrate that the proposed resource has completed a Project Management Professional certification. A copy of the certification should be provided.	PMP certification or PRINCE2 Practitioner certification = 6 points	6	
Total Available points:			46	
Minimum Total Overall Points Required to be declared responsive:			27	
Total achieved:				

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APPENDIX D TO ANNEX A

CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

 Print name of authorized individual & sign above

 Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

 Print name of authorized individual & sign above

 Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

 Print name of authorized individual & sign above

 Date

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4. CERTIFICATION OF LANGUAGE - [English or Bilingual or French]

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are [Option 1 - Unilingual English] fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

[Option 2 - Bilingual] fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

[Option 3 - Unilingual French] fluent in French. The individual(s) proposed must be able to communicate orally and in writing in French without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

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ANNEX B BASIS OF PAYMENT

INITIAL CONTRACT PERIOD:

Initial Contract Period March 4, 2019 to March 3, 2021			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
Application/Software Architect	Level 3		
Tester	Level 2		
Web Developer (Usability Expert)	Level 3		
Programmer/Analyst (CECP)	Level 3		
Programmer/Analyst (JAVA)	Level 3		
Programmer/Analyst (MS Dynamics)	Level 3		
Programmer/Analyst (Prod Support)	Level 2		
Programmer/Analyst (UI)	Level 3		
System Analyst	Level 3		
Technical Writer	Level 2		
Platform Analyst (B2B)	Level 2		
Platform Analyst (Data Power)	Level 2		
Project Manager	Level 2		

OPTION PERIODS:

Option Period 1 March 4, 2021 to March 3, 2023			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
Application/Software Architect	Level 3		
Tester	Level 2		
Web Developer (Usability Expert)	Level 3		
Programmer/Analyst (CECP)	Level 3		
Programmer/Analyst (JAVA)	Level 3		

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Programmer/Analyst (MS Dynamics)	Level 3	
Programmer/Analyst (Prod Support)	Level 2	
Programmer/Analyst (UI)	Level 3	
System Analyst	Level 3	
Technical Writer	Level 2	
Platform Analyst (B2B)	Level 2	
Platform Analyst (Data Power)	Level 2	
Project Manager	Level 2	

Option Period 2 March 4, 2023 to March 3, 2025			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
Application/Software Architect	Level 3		
Tester	Level 2		
Web Developer (Usability Expert)	Level 3		
Programmer/Analyst (CECP)	Level 3		
Programmer/Analyst (JAVA)	Level 3		
Programmer/Analyst (MS Dynamics)	Level 3		
Programmer/Analyst (Prod Support)	Level 2		
Programmer/Analyst (UI)	Level 3		
System Analyst	Level 3		
Technical Writer	Level 2		
Platform Analyst (B2B)	Level 2		
Platform Analyst (Data Power)	Level 2		
Project Manager	Level 2		

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ANNEX C
SECURITY REQUIREMENTS CHECK LIST
(Provided under separate cover)

COMMON-PS-SRCL#19



Government of Canada
Gouvernement du Canada

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Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine CBSA		2. Branch or Directorate / Direction générale ou Direction ISTB/BASD
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail Establish a multi-plant IT Professional Services supply arrangement for the use of the Business Process Automation, Business to Business and Custom Platform sections.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

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PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui

If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes
Non ☐ Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes
Non ☐ Oui

If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes
Non ☐ Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes
Non ☐ Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes
Non ☐ Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes
Non ☐ Oui

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PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions. Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens																
Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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PART D - AUTHORIZATION / PARTIE D - AUTORISATION				
13. Organization Project Authority / Chargé de projet de l'organisme				
Name (print) - Nom (en lettres moulées) ERIC CARRIERE		Title - Titre MANAGER, ISTIS		Signature
Telephone No. - N° de téléphone (343) 291-5329	Facsimile No. - N° de télécopieur (866) 335-3237	E-mail address - Adresse courriel ERIC.CARRIERE@CSA-ASFC.gc.ca	Date April 19, 2018	
14. Organization Security Authority / Responsable de la sécurité de l'organisme				
Name (print) - Nom (en lettres moulées) Stephane Lafortune		Title - Titre Security Specialist		Signature
Telephone No. - N° de téléphone 343 891 7776	Facsimile No. - N° de télécopieur 343 891 7776	E-mail address - Adresse courriel Stephane.Lafortune@CSA-ASFC.gc.ca	Date 19.4.2018	
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?				
				<input type="checkbox"/> No / Oui <input type="checkbox"/> Yes / Oui
16. Procurement Officer / Agent d'approvisionnement				
Name (print) - Nom (en lettres moulées)		Title - Titre		Signature Mansour, Silvana <small>Digitally signed by Mansour, Silvana Date: 2018.08.21 15:37:25 -0400</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date	
17. Contracting Security Authority / Autorité contractante en matière de sécurité				
Name (print) - Nom (en lettres moulées)		Title - Titre		Signature Saumur, Jacques O <small>Digitally signed by Saumur, Jacques O DN: cn=SA, o=GC, ou=PWGSC-TPSCG, c=ca, email=Jacques.O.Saumur@CSA-ASFC.gc.ca Date: 2017.02.02 13:38:31 -0500</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date	

Jacques Saumur
Contract Security Officer
Contracts Security Division / Division des contrats sécurité /
Contract Security Program / Programme de sécurité des contrats /
Public Services and Procurement Canada / Services publics et Approvisionnement Canada
Jacques.Saumur@tpsgc-pwgsc.gc.ca
Telephone / Téléphone 613-948-1732
Facsimile / Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL or SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor/Offeror MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex _____;
 - b. *Industrial Security Manual* (Latest Edition).

ADDITIONAL SECURITY REQUIREMENT:

The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.

If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security – Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.

The credit check and fingerprinting* will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Services and Procurement Canada's (PSPC), "Canadian and International Industrial Security Directorate" (CIISD).

Until the credit check, fingerprinting* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.

***Fees are applicable. Fingerprinting will be at the Contractor's cost.**

**** Contractor and its personnel can include in some instances landlords, property management employees and principles of companies when the latter have access to the premises where the CBSA designated or classified information/assets are kept.**

Purchasing Office - Bureau des achats:
 Informatics Professional Services - EL
 Division/Services professionnels en informatique
 - division EL
 Terrasses de la Chaudière 4th Floor
 10 Wellington Street
 Gatineau
 Québec
 K1A 0S5

CONTRACT - CONTRAT

Your proposal is accepted to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price or prices set out therefor.

Nous acceptons votre proposition de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, services et construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires
 This document contains a security requirement.

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur
 894658699PG0005
 TEKSYSTEMS CANADA CORP./SOCIÉTÉ
 TEKSYSTEMS CANADA
 123 Slater Street, Suite 1000
 123 Slater Street, Suite 1000
 Ottawa
 Ontario
 K1P5H2
 Canada
 Operating as: TEKsystems

Title - Sujet IT Professional Services Omnibus	
Contract No. - N° du contrat 47419-252068/001/EL	Date 2019-08-05
Client Reference No. - N° de référence du client 1000342068	
Requisition No. - N° de la demande 47419-252068	
File No. - N° de dossier 640el.47419-252068	CCC No./N° CCC - FMS No./N° VME
<div> <div> Financial Code(s) Code(s) financier(s) 192060060/267145 </div> <div> GST/HST TPS/TVH <input type="checkbox"/> </div> </div>	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CANADA BORDER SERVICES AGENCY 333 North River Road Ottawa Ontario K1A 0L8 Canada	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL MONTREAL Quebec H2Y2E7 Canada	
Address Enquiries to: - Adresser toutes questions à: Ivy Pui	Buyer Id - Id de l'acheteur 640el
Telephone No. - N° de téléphone (613) 858-9873 ()	FAX No. - N° de FAX () -
Total Estimated Cost - Coût total estimatif \$2,504,247.76	Currency Type - Devise CAD
For the Minister - Pour le Ministre <div> <div>Pui, Ivy</div> <div> Digitally signed by Pui, Ivy Date: 2019.08.05 14:25:20 -04'00' </div> </div>	

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 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

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List of Annexes to the Resulting Contract:

Annex A - Statement of Work

Appendix A to Annex A - Tasking Assessment Procedure

Appendix B to Annex A - Task Authorization (TA) Form

Appendix C to Annex A - Resource Assessment Criteria and Response Table

Appendix D to Annex A - Certifications at the TA stage

Annex B - Basis of Payment

Annex C - Security Requirements Check List

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1. Requirement

- (a) TEKsystems Canada Corp. (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency (CBSA).
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

2. Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
 - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations where the rotation is based on the ranking obtained by the Contractor during the Bid Solicitation.
 - (iii) Canada will send the first TA to the first ranked Contractor, the second TA to the second ranked Contractor. This rotational process will be repeated for each subsequent series of TAs issued by Canada.
 - (iv) The Contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
 - (v) If the Contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the next-ranked Contractor. In the event that Canada determines the proposed

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- resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada may, at its entire discretion request that the Contractor propose another resource and the Contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the Contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the next-ranked Contractor.
- (vi) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractors.
 - (vii) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
 - (viii) Any of the contractors may advise the Technical Authority and the Contracting Authority in writing that it is unable to carry out additional tasks as a result of previous commitments under one or more TAs issued under this series of contracts, and no draft TA will be sent to that contractor until that contractor has given notice in writing to the Technical Authority and the Contracting Authority that it is again available to perform additional tasks.
 - (ix) If it is found that the allocation process described at part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
- (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B to Annex A.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;
 - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the categories of resources and the number required;
 - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (E) the start and completion dates;
 - (F) any option(s) to extend initial end date (if applicable);
 - (G) milestone dates for deliverables and payments (if applicable);
 - (H) the number of person-days of effort required;
 - (I) whether the work requires on-site activities and the location;
 - (J) the language profile of the resources required;
 - (K) the level of security clearance required of resources;

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- (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 5 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
- (i) To be validly issued, a TA must include the following signatures:
 - (A) for any TA, inclusive of revisions, with a value less than or equal to \$300,000.00 (excluding Applicable Taxes), the TA must be signed by:
 - (1) the Technical Authority; and
 - (2) a representative from the Strategic Procurement Division (SPD); and
 - (B) for any TA, inclusive of revisions, with a value greater than this amount, a TA must include the following signatures:
 - (1) the Technical Authority; and
 - (2) a representative from the Strategic Procurement Division (SPD); and
 - (3) the Contracting Authority.
- Any TA that does not bear the appropriate signatures is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in subarticle (A) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
 - (ii) The quarterly periods are defined as follows:
 - (A) 1st quarter: April 1 to June 30;

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- (B) 2nd quarter: July 1 to September 30;
- (C) 3rd quarter: October 1 to December 31; and
- (D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

- (iii) Each report must contain the following information for each validly issued TA (as amended):
 - (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - (B) a title or a brief description of each authorized task;
 - (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
 - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
 - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - (F) the start and completion date for each authorized task; and
 - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
 - (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
 - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

- (h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.

- (i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

3. Minimum Work Guarantee

- (a) In this clause,
 - (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
 - (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).

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- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
 - (i) for default;
 - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - (iii) for convenience within ten business days of Contract award.

4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

(a) General Conditions:

- (i) 2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) Supplemental General Conditions:

The following Supplemental General Conditions:

- (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

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apply to and form part of the Contract.

5. Security Requirement

The following security requirements (SRCL #19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL** or **SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
 - a. Security Requirements Check List and security guide, attached at Annex C;
 - b. *Industrial Security Manual* (Latest Edition).

6. Additional CBSA Security Requirement:

- (a) The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.
- (b) If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security - Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.
- (c) The credit check and fingerprinting*, if required, will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian and International Industrial Security Directorate" (CIISD).
- (d) Until the credit check, fingerprinting* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.

*Fees are applicable. Fingerprinting, if required, will be at the Contractor's cost.

6. Contract Period

- (a) **Contract Period:** The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

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- (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends two years later; and
 - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
- (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional two-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
 - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7. Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Ivy Pui
 Title: Supply Specialist
 Organization: Public Works and Government Services Canada
 Acquisitions Branch
 Directorate: Professional Services Procurement Directorate
 Address: 10 Wellington Street, Gatineau, Québec K1A 0S5
 Telephone: 613-858-9873
 E-mail address: ivy.pui@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) Technical Authority

The Technical Authority for the Contract is:

Name: Laurent Bellard
 Title: Manager, SAP Competency Centre
 Organization: CBSA, ITSB/BASD/Common & Corporate Systems Division
 Address: 355 North River Road, 3rd Floor
 Telephone: 343-291-7093
 E-mail address: Laurent.Bellard@cbsa-asfc.gc.ca

In his absence, the Technical Authority for the Contract is:

Name: Sylvie Gingras
 Title: Director, Common & Corporate Systems Division
 Organization: CBSA, ITSB/BASD/Common & Corporate Systems Division
 Address: 355 North River Road, 3rd Floor
 Telephone: 343-291-5315
 E-mail address: Sylvie.Gingras@cbsa-asfc.gc.ca

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The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) Strategic Procurement Division (SPD) Representative

The SPD representative for the Contract is:

Name: Linda Abboud
Organization: Canada Border Services Agency
Telephone: 343-291-5576
E-mail address: Linda.Abboud@cbsa-asfc.gc.ca

The SPD representative is the representative of CBSA for issuance of Task Authorization on behalf on the Technical Authority.

(d) Contractor's Representative

Name:
Title: Account Manager
Organization: TEKsystems Canada Corp.
Address: 123 Slater Street, Suite 1000
Ottawa, ON K1P 5H2
Telephone: 613-726-3000
Facsimile: 613-726-8055
E-mail address: @teksystems.ca

8. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

9. Payment

(a) Basis of Payment

- (i) Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

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- (iv) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.
 - (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- (b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**
- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included
 - (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
 - (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - (A) when it is 75 percent committed, or
 - (B) 4 months before the contract expiry date, or
 - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
 - (iv) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:
- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
 - (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

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(d) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work delivered has been accepted by Canada.

(e) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

(f) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**

- (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
- (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

10. Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide a copy of each invoice to the Contracting Authority.
- (e) All invoices must be submitted using the following method (**only one copy of the invoice should be sent to CBSA**):

Email: Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

vendors-fournisseurs@cbsa-asfc.gc.ca

This email address is to be used for submitting invoices and for payment status inquiries.

Direct Deposit:

The Government of Canada will soon be phasing out federal government cheques; we strongly encourage Businesses that supply goods and services to the Government of Canada to enrol in direct deposit for account payable.

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Please contact ca-ci@cbsa-asfc.gc.ca to obtain additional information, to confirm direct deposit enrolment process and the steps to be followed.

- (f) **IMPORTANT NOTE: If a supplier omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.**

11. Certifications and Additional Information

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

12. Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

13. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

14. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
 - (ii) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A, Statement of Work, including its Appendices as follows:
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
 - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated April 25th, 2019.

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15. Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

16. Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.

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- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:
 Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

17. Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
 - (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:

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- (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (B) physical injury, including death.
 - (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
 - (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
 - (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
 - (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
 - (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.
- (c) **Third Party Claims:**
- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
 - (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-

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article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.

- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

18. Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
 - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
 - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
 - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

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Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

19. **Safeguarding Electronic Media**

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

20. **Representations and Warranties**

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

21. **Access to Canada's Property and Facilities**

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

22. **Government Property**

Canada agrees to supply the Contractor with the items listed below (the "**Government Property**"). The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

- (a) Laptop computer with remote access capability
- (b) Hoteling station

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23. Transition Services at End of Contract Period

The Contractor agrees to execute the transition tasks identified within the Task Authorizations (if applicable) and it will make all reasonable efforts to assist Canada in the transition from the Contractor to a new contract with another supplier.

24. Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

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ANNEX A
STATEMENT OF WORK

SAP Competency Centre
IT Professional Services Omnibus

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1. INTRODUCTION

Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods.

Under this mandate, CBSA enables effective and efficient administration and operation of border management and its internal operation through the design, development, implementation and ongoing support of innovative tools and solutions.

The Information, Science and Technology Branch (ISTB) provides technology leadership of business applications in support of CBSA's strategic priorities including administrative and corporate programs of the Agency. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

Organizational readiness and stability allows the Agency to achieve its mandate, deliver on its priorities and adapt to an evolving business environment. Investing in a modern IT infrastructure, introducing innovative productivity tools and administrative applications allow CBSA to maintain a high standard of service delivery and improve efficiencies.

To that end, the Common and Corporate Systems Division (CCSD) is responsible for the development, production support and maintenance of innovative business applications. These include mission critical and high-availability systems as well as applications that serve as common components for internal and external stakeholders. The division is also responsible for the design, development and delivery of enterprise and corporate solutions in support of CBSA's mandate and priorities.

Key divisional activities include:

- Providing the planning, analysis, design, development, and implementation of enterprise and corporate applications in support of common and corporate programs and administrative functions across the Agency;
- Promoting reusability through established CBSA best practices and standards by meeting the overlapping needs of the various IT projects, thus eliminating the need for each initiative or project to fund and build these common components;
- Serving as the center of expertise for all IT development projects related to common and corporate business programs, functions and activities;
- Serving as Technical Leaders for common and corporate application releases and upgrades which includes developing System Use Cases, Detailed Design Documents, participating in System Engineering Method (SEM) reviews and other development related documentation;
- Prioritizing and promoting IT development initiatives with end-users and other IT management areas;
- Coordinating the procurement, integration and ongoing support of commercial off-the-shelf (COTS) software products and IT hardware needed to meet the business requirements;
- Providing maintenance and production support for a wide-range of common and corporate applications.

The Common and Corporate Systems Division (CCSD) is composed of four sections. The mandate of each section is explained below.

1. SAP Competency Centre (SAP CC)

The SAP Competency Centre is composed of subject matter experts responsible for the development and integration of SAP-based solutions for the Agency. This includes direction, technical advice and ongoing support of SAP-based applications and underlying technical infrastructure. The SAP CC is also

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responsible for maintaining the operational aspects needed for the applications to function properly and also has responsibility for the design, testing and improvement of applications that form part of SAP application portfolio.

2. Electronic Data Warehouse and Business Intelligence (EDW & BI)

The EDW and BI section is responsible for the development of Business Intelligence and Mining solutions of the CBSA's data warehouse and all its components. Key activities include analysis, design and acquisition of source data for reporting purposes. The data warehouse is the main sources of information for report generation, analysis, and presentation through ad-hoc reports, portals, and executive dashboards.

3. Business Process Automation (BPA), Business to Business (B2B) Integration and Customs Electronic Commerce Platform (CECP)

The BPA, B2B integration and CECP section is comprised of four units.

The B2Bi and CECP units consist of the B2Bi development team (supporting B2B services), the CECP development team (supporting the development of the CECP set of applications), and the B2Bi support team (providing client support of both the B2B and CECP applications and services). These units specialize in software/middleware development of enterprise-level Web and Enterprise Data Exchange based services (EDI). These services provide the capability to manage data exchange between external organizations, and CBSA internal applications and services. The section maintains critical COTS and custom products that directly support enterprise applications.

As for the Business Process Automation (BPA) team, they specialize in software development and maintenance of various line-of-business critical and non-critical COTS and custom applications that meet the specific needs of our corporate clients.

4. Administrative and Corporate Applications

The mandate of the Administrative and Corporate Application section is to lead the design, development, integration and ongoing support of the administrative and corporate applications for a multitude of clients. These systems provide direct support of key and common functions performed across every Government of Canada (GoC) departments and agencies such as, ministerial correspondence, access to information, communication services, property management, document and records management, etc. These include both customized and COTS software products.

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Line-of-Business Applications and Tools

The Common and Corporate Systems Division (CCSD) is responsible for the development, integration, implementation and ongoing support of numerous line-of-business applications and systems. A list of current applications including COTS software products with an indication of the primary development languages is provided below:

Applications / Systems / COTS	Development Languages
Access to Information	COTS
Accounts Receivable Ledger	SAP ABAP, Java, XML
AIS Help Desk	ASP
ANCILE uPerform (SAP Productivity Pak)	COTS
Apollo - Electronic Document and Records Management System (GCDOCS)	COTS
Articulate Storyline	COTS
Automated Personal Security Screening	MS Access, VBA
Business Warehouse/BPC	SAP ABAP, VBA
CA Clarity	COTS
CBSA Intranet	ASP, HTML, JAVASCRIPT, XML
CBSA Wiki	COTS
Central Course Registration System	ASP
Communications Portal	ASP
Consolidated Management Reporting System	Cognos Framework Manager V10.2
Consolidated Management Reporting System Enterprise Data Warehouse	Cognos Framework Manager V10.2
Correspondence Tracking System	COTS
Customs Electronic Commerce Platform	Java, C++ , Visual Basic 6.0, Various Scripting Languages, PERL, DB2 Stored Procedures, Spring Framework
Customs Electronic Commerce Platform - Query & Data Viewing Utility	Microsoft Visual Basic V6, DB2 Stored Procedures
Customs Interest Calculation Program	Java 1.6 / Spring 1.2 / HTML / Javascript / CSS
Customs Internet Gateway	Java
Customs Officer Scheduling System	MS Access 2000
Customs Query	Java
Directory of Offices	Java, JavaScript
Enforcement Library	Smalltalk
Global Case Management System (GCMS) Printing Solution	N/A
Global Query Component	Java
Incident Management Reporting System	Java 6, Flex 3.4.1, Adobe LiveCycle ES4

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Integrated Border Query	Java
Integrated Customs Enforcement System	PowerScript
Intelligence Management System	Smalltalk
Interdiction and Border Alerting Service	Java
Internal Placement Process	Java 1.6 / Hibernate 4.1 / Spring 3.1 / HTML / Javascript
Marine Domain Awareness (MDA) Watchkeeper	COTS
MEI-B2B - Administration and Configuration Web Application	Java, Jersey
MEI-B2B - Electronic Data Interchange (EDI) Gateway	BPML, Java
MEI-B2B - Tracking Service	Java
MEI-B2B - Web Services Gateway	Java
Occurrence Reporting System	Smalltalk
Personnel Security Screening System	Java 1.7, Spring 4.1, Hibernate 4.2
Question Mark	COTS
Recourse Content Management System – Enforcement	Java 6, Flex 4.6
Recourse Content Management System – Trade	Java 6, Flex 4.6, Adobe LiveCycle, Cognos Reporting
Revenue Ledger	ABAP
Salary Forecasting System	COTS
SAP Process Orchestrator	Java
SAP Solution Manager	ABAP
System Access Management	ASP, JavaScript, CSS
Teammate Audit Management	COTS
Trade Compliance Management System	Java
Virtual Learning Environment	COTS
Work Order Database	ASP, JavaScript, CSS

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Existing and Upcoming Projects and Initiatives

Besides the ongoing maintenance and operational support of existing line-of-business applications and systems, CCSD is currently leading multiple projects to further enhance and deliver new capabilities and services across the Agency. These include but are not limited to:

- a) Integration, implementation and ongoing support of a COTS software product that will accept data from the Public Service Commission's GoC Jobs and permit CBSA staffing employees to manage selection and appointment processes. This project is referred as the HR (Human Resources) Integrated Staffing Solution (ISS).
- b) Integration of the Accounts Receivable Ledger (ARL) and the Revenue Ledger systems into the CBSA Assessment and Revenue Management (CARM) application.
- c) Integration of B2B with the CBSA Assessment and Revenue Management (CARM) application.
- d) CBSA is working on additional Planning, Forecasting and Budgeting functionality based on a SAP Business Warehouse (BW), Business Planning & Consolidation (BPC) and Business Objects platform extracting Corporate Administrative System (CAS) data from Canada Revenue Agency (CRA) and also from ARL. The scope of the project was expanded to include additional CRA CAS-HR and CBSA Salary Forecasting System data as well as providing extended reporting capability. The project was amended to include construction and migration of the SAP BW information assets and applications to an appliance-based SAP-HANA database.
- e) Development and implementation of any B2B and/or EDW BI work that could be required for the Passenger Protect Program. The Passenger Protect Program works with air carriers to screen commercial passenger flights to, from and within Canada in order to protect safety at home and abroad.
- f) Replacement and enhancement of the existing Recourse Content Management System (RCMS) Trade, RCMS Enforcement and Incident Management Reporting System (IMRS) due to an urgent need to change front-end interface technology.
- g) Development and implementation of a Port of Entry Management System (POEMS) designed to produce daily shift schedules. The application will also allow front line management to track daily events, disseminate administrative information and broadcast the daily schedule.

Technical Environments

- a) SAP Enterprise Resource Planning (ERP)
 - The SAP **Enterprise Central Component (ECC)** technical environment is an Enterprise level, 3-tiered ABAP version 6.00 EHP5 hosted on Windows 2008 server R2 and Sybase database. The system configuration is based on a 6 server landscape including a Sandbox, Development, Quality Assurance, Volume, Training and Production systems.
 - The SAP Process Orchestration technical environment is Enterprise level, 3-tiered Java hosted on Windows 2008 server R2 with Sybase database.
 - The SAP Solution Manager technical environment is Enterprise level, 3-tiered ABAP and Java hosted on Windows 2008 server R2 with Sybase database.
 - The SAP Business Warehouse (BW) technical environment is Enterprise level 3-tier ABAP hosted on Windows 2008 server R2 with Sybase database. The system configuration is based on a 4 server landscape including a Sandbox, Development, Quality Assurance and Production system. The components are: SAP_BW, BI_CONT and BPC with ICM using HTTP/HTTPS connectivity through SAP Web Dispatcher.

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- The SAP HANA environment will be an Enterprise level, 3-tiered Linux (Red Hat) Appliance for SAP BW and BPC applications on HANA DB Version 2.0.
- All environments on Windows-based servers will migrate from Windows 2008 server R2 to Windows 2016 Server Standard
- Other technical characteristics:
 - SAP BASIS
 - SAP HANA
 - SAP PSCD
 - SAP FI-CA
 - SAP Process Orchestration (SAP PO)
 - SAP NetWeaver Development Infrastructure
 - SAP NetWeaver Development Studio
 - SAP Solution Manager
 - SAP BusinessObjects
 - SAP Security Authorizations
 - SAP NetWeaver BI
 - SAP Human Capital Management (HCM) or SAP SuccessFactors
 - SAP Redwood Scheduler
 - ANCILE uPerform (SAP Productivity Pak)
 - PowerShell scripting
 - Linux

b) Business to Business (B2B) and CECF

The Canada Border Services Agency (CBSA) processes an immense number of electronic information with external Trading partners as part of its mandate. The Common & Corporate Services Division (CCSD) implemented Multi-Enterprise Integration (MEI) also known as Business-to-Business integration solutions (B2B). B2B integration is an enterprise capability meant to facilitate the capture and sharing of electronic information exchanged between CBSA, Participating Government Agencies (PGAs) / Other Government Departments (OGDs), and private enterprise upon a common centralized integration model. The Business to Business foundational components provide the CBSA with a technological communications hub that allows IT systems belonging to one organization to communicate with the systems of another organization, while minimizing costly changes for either system. The B2B/CECF technical environment consists of:

- Extensible Markup Language (XML)
 - XML Schema Definition (XSD)
 - Document Type Definition (DTD)
 - XPATH
 - XSLT
 - Xquery
- Java
 - IBM Rational Software Architect:
 - Eclipse 3.x and 4.x IDE
 - J2EE (WebSphere)
 - JMS (WebsphereMQ)
 - WebSphere Application Server (WAS)
 - JDBC and Hibernate
 - Spring and Spring Integration Framework
 - Jersey
 - ANT, Apache Maven, SVN, git
 - IBM DataPower

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- GatewayScript
 - Multi-protocol Adapters
 - IBM Transformation Extender Maps
 - IBM Integration Bus (IIB)
 - Communication Protocols
 - File Transfer Protocol (FTP)
 - Hypertext Transfer Protocol (HTTP)
 - Simple Mail Transfer Protocol (SMTP)
 - Managed File Transfer including PWGSC's MSFT solution
 - Service Oriented Architecture (SOA)
 - Simple Object Access Protocol (SOAP)
 - Web Service, Representational State Transfer (REST)
 - WS-Security
 - SSL, TLS
 - Electronic Data Interchange (EDI)
 - ANSI X.12
 - EDIFACT
 - IATA Standards
 - World Customs Organization (WCO) Data Model
 - Financial, Transportation data models
 - Interoperability & Integration
 - Web Services standards – SOAP and REST
 - Web Services Definition Language (WSDL)
 - Business Rules Management Solution
 - Enterprise Service Bus
 - Encryption/Decryption
 - CA-Idm/SM
 - Request/Response
- c) Business Process Automation (BPA)
- Java
 - Hibernate 4.1
 - Spring 3.1
 - Spring Integration Framework
 - HTML5
 - JavaScript
 - Adobe Flex 3.4.1 and 4
 - Adobe LiveCycle ES4
 - Adobe Designer ES4
 - Adobe Experience Manager (AEM)
 - PowerScript
- d) Electronic Data Warehouse (EDW) & Business Intelligence (BI)
- Cognos 10.2 BI Suite
 - IBM Cognos Report Studio
 - IBM Cognos Analysis Studio
 - IBM Cognos Query Studio
 - IBM Cognos Transformer
 - IBM Cognos Framework Manager

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- Database ETL (Extract, Transform, Load) techniques and tools
- DB2 DBMS
- IBM WebSphere DataStage
- DataStage ETL
- IBM DB2 RDBMS (Relational Database Management System)
- erwin Data Modeler
- IBM IDA
- IBM Pure Data
- IBM InfoSphere Information Server Suite

e) Office Productivity Suite and Tools

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Office Suite (Word, Excel, PowerPoint)
- Microsoft Visio
- Microsoft Project
- Internet Explorer
- Microsoft Access
- OpenText GCDocs

f) Operating Systems

- Unix
- Linux
- Microsoft Windows 7
- Microsoft Windows 10
- OS/360

g) Other development tools and programming languages

- Smalltalk object-oriented language
- Business Process Modeling Language (BPML)

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2. REQUIREMENTS

The SAP Competency Centre has requirements for informatics professional resources as outlined in Table A-1 below, to fulfill different roles and perform a wide range of tasks. These resources will work on existing and upcoming CBSA IT projects and also provide operational support for the upkeep of line-of-business applications identified earlier. The detailed tasks for each resource requirement are described below.

The Contractor must provide resources in the following TBIPS resource categories on an "as and when requested" basis, as initiated through Task Authorizations (TA's).

Table A-1

Resource Category	Level
Application/Software Architect, FI (ERP SAP ABAP)	3
Application/Software Architect, HR (ERP SAP ABAP)	3
Application/Software Architect (SAP BASIS)	3
ERP System Analyst (SAP BASIS Database Analyst)	2
ERP System Analyst (SAP BI)	3
ERP System Analyst (SAP BI)	2
ERP Technical Analyst (SAP Security)	2
ERP Technical Analyst (SAP PO-PI) <i>note: part-time resource averaging 2 days per week</i>	3
ERP Technical Analyst (SAP PO-PI)	2
Programmer/Software Developer, FI (SAP ABAP)	2
Programmer/Software Developer, HR (SAP ABAP)	2

3. DELIVERABLES

For each Task Authorization (TA) that is issued against this contract, the Contractor's resources will be required to provide various deliverables and other related documents as specified in the respective TA.

Each TA will identify the format and language in which the deliverables are required to be submitted.

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4. LOCATION OF WORK

It is anticipated that the majority of the work associated with each TA will be carried out on-site at CBSA facilities located in the National Capital Region (NCR). One or more resources may be required to occasionally work remotely for a period of time between 11 p.m. – 7 a.m. Monday to Friday. A laptop computer with remote access capability will be provided.

The resources may be required to attend meetings at CBSA facilities and at key Government of Canada (GoC) stakeholder locations within the NCR.

5. WORKING HOURS

The majority of resources will be required on a full-time basis, however there will be a requirement for some part-time resources. The Task Authorization will identify if the resource is required on a full-time or part-time basis, and if the resource must be available to occasionally work remotely during non-core business hours.

For resources required on a full-time basis, the resources will be expected to work 7.5 hours each day, Monday through Friday, between core business hours from 7 a.m. to 6 p.m. A day is defined as 7.5 hours exclusive of meal and coffee breaks. Resources may be required, on an occasional basis, to work outside core business hours to provide operational support.

Any task performed outside of core business hours must be pre-approved in writing by the Technical Authority.

6. TRAVEL REQUIREMENTS

There are no travel requirements expected outside the NCR.

7. CLIENT SUPPORT

CBSA will provide the resources with a hoteling station, an Outlook email address and system access to perform the tasks identified in the TA.

8. LANGUAGE REQUIREMENT

All resources must provide services in English. Some resources may be required to conduct work in both English and French. Language requirements will be identified in each TA.

9. CONSTRAINT

The Contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

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10. RESOURCE TASKS AND DELIVERABLES

The following are the tasks and deliverables associated with each resource requirement. Each Task Authorization will identify the tasks and the deliverables.

The Contractor may be required to submit the deliverables in, but not limited to, the following format:

- Soft Copy, Microsoft Office

Note: the list of tasks and deliverables could include but are not limited to those indicated below.

Resource Category: Application/Software Architect, FI (ERP – SAP ABAP)
Experience Level: Level 3

Tasks

1. Create, define or choose SAP frameworks for projects.
2. Technical options analysis, impact analysis and design documentation conforming to CBSA's Service Lifecycle Management Framework (SLMF) Methodology.
3. Develop, implement and provide pre and post-implementation performance tuning and stabilization of ABAP code (reports, interfaces, conversion strategies, enhancements, and smart forms) in SAP PSCD, FI and other modules as required.
4. Provide early identification of issues that may affect achievement of CBSA's objectives and propose solutions.
5. Identify, analyze and resolve application performance problems and/or integration issues.
6. Participate in analysis and troubleshooting with non-SAP IT professionals to identify issues, needs and solutions for integrated end-to-end business processes.
7. Review and provide analysis on Functional Design Specifications received from business client.
8. Write, review and maintain technical documentation in a documentation repository following CBSA coding and naming conventions.
9. Provide technical advice and knowledge transfer to other programmers in written format and active demonstration.
10. Provide demonstrations and code walkthroughs.
11. Conduct unit and integration testing.
12. Perform data conversion tasks and loading.
13. Assist in the identification and planning of activities to transition ARL to CARM.
14. Perform troubleshooting and code stabilization.
15. Provide day-to-day production and development support for assigned applications.
16. Develop, test and implement enhancements or fixes to code defects.

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Technical Environment

- a) SAP Finance and Contract Accounting (FI-CA) / PSCD
- b) SAP ABAP development in ECC 6.0
- c) SAP PO/PI
- d) XML
- e) SAP HCM or SuccessFactors

Deliverables

- a) Technical options analysis, impact analysis and design documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework) as appropriate, in a MS Office document format.
- b) RICEF (Reports, Interfaces, Conversions, Enhancements or Forms) objects meeting functional and quality expectations.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching. Weekly progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.

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Resource Category: Application/Software Architect, HR (ERP – SAP ABAP)
Experience Level: Level 3

Tasks

1. Create, define or choose SAP frameworks for projects.
2. Technical options analysis, impact analysis and design documentation conforming to CBSA's Service Lifecycle Management Framework (SLMF) Methodology.
3. Configure, develop, implement and provide pre and post-implementation performance tuning and stabilization of ABAP code (reports, interfaces, conversion strategies, enhancements, and smart forms) in SAP HCM or SAP SuccessFactors and other modules as required.
4. Provide early identification of issues that may affect achievement of CBSA's objectives and propose solutions.
5. Identify, analyze and resolve application performance problems and/or integration issues.
6. Participate in analysis and troubleshooting with non-SAP IT professionals to identify issues, needs and solutions for integrated end-to-end business processes.
7. Review and provide analysis on Functional Design Specifications received from business client.
8. Write, review and maintain technical documentation in a documentation repository following CBSA coding and naming conventions.
9. Provide technical advice and knowledge transfer to other programmers in written format and active demonstration.
10. Provide demonstrations and code walkthroughs.
11. Conduct unit and integration testing.
12. Perform data conversion tasks and loading.
13. Perform troubleshooting and code stabilization.
14. Provide day-to-day production and development support for assigned applications.
15. Develop, test and implement enhancements or fixes to code defects.

Technical Environment

- a) SAP Human Capital Management (ECC 6.0) or SAP SuccessFactors (SaaS Cloud)
- b) SAP ABAP
- c) SAP PO/PI
- d) XML

Deliverables

- a) Technical options analysis, impact analysis and design documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework) as appropriate, in a MS Office document format.
- b) RICEF (Reports, Interfaces, Conversions, Enhancements or Forms) objects meeting functional and quality expectations.
- c) Day-to-day or periodic operations procedures in a MS Office document.

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- d) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching. Weekly progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.

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Resource Category: **Application/Software Architect (SAP BASIS)**
Experience Level: **Level 3**

Tasks

1. Technical management and support for solution and databases in all environments.
2. Develop technical architectures, frameworks and strategies to meet the business and application requirements.
3. Identify policies and requirements that drive out a particular solution.
4. Analyze and evaluate alternative technology solutions to meet business problems.
5. Ensure the integration of all aspects of the SAP technology solutions.
6. Monitor industry trends to ensure that solutions fit with government and industry directions for technology.
7. Analyze functional requirements to identify information, procedures and decision flows.
8. Evaluate existing procedures and methods; identify and document database content, structure, and application sub-systems; and develop data dictionary.
9. Define and document interfaces of manual to automated operations within application sub-systems, internal to external systems, and between new and existing systems.
10. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal.
11. Identify and document system specific standards relating to programming, documentation and testing; covering program libraries, data dictionaries, naming conventions, etc.
12. Plan, analyse and create architecture design, develop and perform technical migration, implementation and integration of SAP modules and databases in all environments.
13. Stabilize and tweak all CBSA SAP environments, databases and modules to ensure maximum performance and continuous availability.
14. Review, update and finalize existing SAP security processes and documentation.

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Technical Environment

- a) SAP BASIS
- b) SAP ECC 6.0
- c) SAP Process Orchestration
- d) Solution Manager 7.2
- e) SAP BW/BPC/BOBJ
- f) SAP Sybase
- g) SAP HANA
- h) Windows Server
- i) Scripting
- j) Linux / Unix, Red Hat
- k) SAP Redwood Scheduler
- l) SAP Cloud (may include)

Deliverables

- a) Technical options analyses, impact analyses and design documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in a MS Office document format.
- b) Day-to-day or periodic operations procedures in a MS Office document.
- c) Weekly production reports by server/system indicating: performance issues, volume metrics, scheduled activities, etc.
- d) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- e) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: ERP System Analyst (SAP BASIS Database Analyst)
Experience Level: Level 2

Tasks

1. Install, configure, test and optimize SAP, ABAP and Java systems in all technical environments.
2. Review and update existing SAP operations processes and documentation.
3. Identify and develop requirements, undertake feasibility analysis, prepare cost/level of effort estimates for ERP systems.
4. Install, configure, test and implement technical upgrades, patches, OSS Notes and functionality enhancements.
5. Translate ERP business requirements into systems design and specifications.
6. Analyse and recommend alternatives and options for solutions.
7. Troubleshoot and resolve technical issues for the SAP Landscape, ensuring compliance with GoC, CBSA, and SAP policies, processes and standards.
8. Utilize SAP administration tools to effectively detect, monitor, troubleshoot and diagnose technical issues with system resources, jobs and system availability.
9. Perform ongoing management, monitoring, upkeep maintenance and support of CBSA's SAP environments to maintain systems in optimal health and performance.

Technical Environment

- a) SAP BASIS
- b) SAP ECC 6.0
- c) SAP Process Orchestration
- d) SAP Solution Manager (CHARM)
- e) SAP BW/BPC/BOBJ
- f) SAP Sybase
- g) SAP Redwood Scheduler
- h) Scripting
- i) SAP HANA
- j) MS Windows Server
- k) SAP Cloud (may include)

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Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in a MS Office document format.
- b) Day-to-day or periodic operations procedures in a MS Office document.
- c) Weekly production reports by server/system indicating: performance issues, volume metrics, scheduled activities, etc.
- d) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- e) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: ERP System Analyst (SAP BI)
Experience Level: Level 3

Tasks

1. Review relevant background documents including: business processes, end-user and policy requirements provided by CBSA for contextual information; project documentation including strategy, plans and requirements; and technical documentation including installation, configuration and process flows describing the current application.
2. Participate in workshops and prepare the related Blueprint documents relevant to the implementation of new configuration.
3. Prepare, develop and maintain technical documents (including system requirements, feasibility, costs, design, configuration, implementation and support) for SAP BW in accordance with the CBSA Service Level Management Framework (SLMF) documentation standards.
4. Implement technical enhancements and expansions to CBSA's BW solution, including system interfaces, data models, data extraction (initial and deltas), transformation, validation and data cube generation appropriate to the BW enhancements, in accordance with CBSA SLMF application development, release and change management processes.
5. Validate data extractions, transformations and queries with stakeholders.
6. Provide assistance with development, testing and integration of the BW and BPC security components and any required customized ABAP solution components.
7. Participate in working group sessions, coordinate and collaborate with others as necessary and engage with clients and partners both within CBSA and other departments as needed.
8. Participate and support the development, configuration and implementation of all SAP BW Sandbox, Dev, Q&A and Production BW/BPC Environments.
9. Participate and support the development and implementation of a Business-Objects based reporting solution by contributing required SAP BW back-end components.
10. Provide technical support and production monitoring for solution.
11. Provide knowledge transfer and coaching to CBSA employees.
12. Develop, implement and support SAP BW and BPC objects required to support the deliverables including custom BW extractors, Business Add-ins (BADIs), Macros, Forms, Transformations, cubes and queries.
13. Verify the quality of Business Warehouse (BW) data.
14. Maintain Business Warehouse (BW) process chains.
15. Develop, support and integrate BPC customizations with BW.

Technical Environment

- a) SAP BusinessObjects
- b) Web Intelligence
- c) SAP NetWeaver BI
- d) SAP Business Warehouse
- e) SAP Business Planning & Consolidation
- f) SAP HANA

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- g) SAP ABAP Development including BADIs, SAP ECC 6.0 (and later)
- h) IFMS (Integrated Financial and Material System) customized SAP solutions
- i) SAP Cloud (may include)

Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in MS Office document format.
- b) SAP BW and BPC technical objects required to support project deliverables including custom BW extractors, Business Add-ins (BADIs), Macros, Forms, Transformations, cubes and queries.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Weekly production reports indicating: performance issues, volume metrics, scheduled activities, etc.
- e) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- f) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: ERP System Analyst (SAP BI)
Experience Level: Level 2

Tasks

1. Provide technical support and monitor daily loading activities and troubleshooting loading performance, errors and other failures, cube performance, logs, usage, etc.
2. Participate and conduct testing activities in support of error fixes, new functionality and other development.
3. Review relevant background documents including business processes, end-user and policy requirements provided by CBSA for contextual information.
4. Assist with project documentation including strategy, plans and requirements.
5. Prepare, develop and maintain technical documents, including system requirements, feasibility, costs, design, configuration, implementation and support for SAP BW in accordance with the CBSA Service Level Management Framework (SLMF) documentation standards.
6. Assist with the development and implementation of bug fixes, enhancements, performance improvements, new data models and info providers, security patches, OSS Notes, client tools, etc.
7. Validate data modeling, extractions, transformations and queries with stakeholders.
8. Participate in working group sessions, coordinate and collaborate with others as necessary and engage with clients and partners both within CBSA and other departments as needed.
9. Participate and support the development, configuration and implementation of all SAP BW Sandbox, Dev, Q&A and Production Environments.
10. Participate and support the development and implementation of a Business-Objects based reporting solution by contributing required SAP BW back-end components.
11. Provide knowledge transfer and coaching to CBSA employees.
12. Assist with the development, implementation and support for SAP BW and BPC objects required to support the deliverables including custom BW extractors, Business Add-ins (BADIs), macros, forms, transformations, cubes and queries.
13. Conduct data quality assurance testing, analysis and reconciliation with source activities.
14. Maintain Business Warehouse (BW) process chains.

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Technical Environment

- a) SAP BusinessObjects
- b) Web Intelligence
- c) SAP NetWeaver BI
- d) SAP Business Warehouse
- e) SAP Business Planning & Consolidation
- f) SAP HANA
- g) SAP ABAP Development including BADIs, SAP ECC 6.0 (and later)
- h) SAP Cloud (may include)

Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in MS Office document format.
- b) SAP BW and BPC technical objects required to support project deliverables including custom BW extractors, Business Add-ins (BADIs), Macros, Forms, Transformations, cubes and queries.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Weekly production reports indicating: performance issues, volume metrics, scheduled activities, etc.
- e) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- f) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: ERP Technical Analyst (SAP Security)
Experience Level: Level 2

Tasks

1. Work with clients to gather system access and restriction requirements for SAP and non-SAP systems and applications in order to address job creation/change requirements.
2. Provide technical support for solution, including troubleshooting and resolution of security-related issues for assigned systems and applications in compliance with GoC, CBSA, and SAP policies, processes, and standards.
3. Design, develop, test and implement SAP security roles, controls and solutions for both interactive and non-interactive users across the enterprise based on complex business requirements, company policies and standards, and regulatory requirements.
4. Work with clients to ensure that all new/modified security roles are effectively tested and validated as meeting client specified requirements prior to being made available for use within the production environment.
5. Contribute to the definition and implementation of SAP and non-SAP secure configuration parameters.
6. Monitor the system to ensure that the parameters restrict users as defined in client specified requirements.
7. Contribute to the development and implementation of overall enterprise-wide security policies, processes, standards and guidelines.
8. Utilize SAP tools in order to effectively identify potential segregation of duties issues with security roles.
9. Work with business process teams to effectively address security roles, as required, to ensure compliance.
10. Contribute to the design and implementation of effective system and application security controls to mitigate identified risks, monitor existing controls for effectiveness, and recommend changes in controls where required.
11. Perform user maintenance and management activities in all CBSA environments (ABAP and Java stacks).
12. Develop and update IT security documentation including Threat and Risk Assessments as required.

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Technical Environment

- a) SAP ECC 6.0 (or later)
- b) SAP Business Warehouse (BW)
- c) SAP BusinessObjects (BOBJ)
- d) SAP Process Orchestration (PO)
- e) SAP Solution Manager
- f) SAP HANA
- g) SAP Access Control
- h) SAP Cloud (may include)

Deliverables

- a) Technical security documentation as required by CBSA's SLMF (Service Life Cycle Management Framework) including CBSA IT Security deliverables.
- b) Development, configuration and testing of SAP Security roles and profiles in all above technical environments to meet project timelines.
- c) Updated SAP security processes and documentation.
- d) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- e) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: ERP Technical Analyst (SAP PO-PI)
Experience Level: Level 3

Tasks

1. Develop or assist with business and functional requirements, project scope, estimates of effort and duration.
2. Translate functional and business requirements into technical requirements.
3. Develop and/or manage technical aspects of application software, user interfaces, and third-party components.
4. Conduct, assist with, and/or manage unit and system tests.
5. Establish technical standards for the technical framework.
6. Define and document interfaces of manual to automated operations within application sub-systems, with external systems, and between new and existing systems.
7. Configure and optimize the SAP NetWeaver Development Infrastructure (NWDI) for SAP Process Orchestration purposes.
8. Develop, configure and/or manage technical aspects of application software, user interfaces, proxies, BPM, iFlows and third-party components.
9. Perform modeling, configuration, development, troubleshooting and support activities of end-to-end business processes exchanging data through SAP Process Orchestration.
10. Conduct and manage unit, system tests and regression tests.
11. Carry out production monitoring, technical support, troubleshooting, and provide resolution for solution.
12. Provide hands-on third-level support for SAP Process Orchestration and NWDI.
13. Implement enhancements and upgrades to remain compatible with the evolving CBSA applications and SAP platform environment.
14. Conduct business process modeling, automation and integration with SAP and non-SAP applications.

Technical Environment

- a) SAP NetWeaver Process Orchestration
- b) SAP Netweaver Developer Studio
- c) SAP NetWeaver Development Infrastructure (NWDI)
- d) SAP ECC 6.0
- e) SAP Cloud (may include)

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Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in MS Office document format.
- b) Deliver User interfaces, models, proxies, BPM, iFlows and third-party components meeting user requirements.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Weekly production reports indicating: performance issues, volume metrics, scheduled activities, etc.
- e) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- f) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: ERP Technical Analyst (SAP PO/PI)

Experience Level: Level 2

Tasks

1. Develop or assist with business and functional requirements, feasibility, cost, design, and specification documents for ERP systems.
2. Implement ERP systems to support projects, departments, organizations or businesses.
3. Translate ERP business requirements into systems design and specifications.
4. Analyse and recommend alternatives and options for solutions.
5. Develop technical specifications for ERP systems development, design and implementation.
6. Define and document interfaces of manual to automated operations within application sub-systems, with external systems, and between new and existing systems.
7. Develop, configure and/or manage technical aspects of application software, user interfaces, proxies, BPM, iFlows and third-party components.
8. Conduct and manage unit and system tests.
9. Carry out production monitoring, technical support, troubleshooting, and provide resolution for solution.

Technical Environment

- a) SAP Netweaver Process Orchestration, NetWeaver Development Studio
- b) SAP NetWeaver Development Infrastructure (NWDI)
- c) SAP ECC 6.0 and later
- d) SAP ABAP
- e) Java
- f) XML
- g) SAP Cloud (may include)

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Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in MS Office document format.
- b) Deliver User interfaces, models, proxies, BPM, iFlows and third-party components meeting user requirements.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Weekly production reports indicating: performance issues, volume metrics, scheduled activities, etc.
- e) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- f) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: Programmer/Software Developer, FI (SAP ABAP)
Experience Level: Level 2

Tasks

1. Day-to-day monitoring and support of business processes.
2. Review and provide analysis on Functional Design Specifications received from business client.
3. Prepare and document impact analysis and work with others as required to identify, analyze and resolve performance problems.
4. Write, review and maintain technical documentation in a documentation repository following CBSA coding and naming conventions.
5. Develop, implement and provide performance tuning of ABAP code (reports, interfaces, conversion strategies, enhancements, and smart forms).
6. Provide technical advice and knowledge transfer to other programmers Provide early identification of issues that may affect achievement of CBSA's objectives.
7. Provide advice and guidance on documentation activities.
8. Provide demonstrations and code walkthroughs.
9. Conduct formal quality assurance on work being undertaken by the team on an ongoing basis.
10. Perform unit and integration testing.
11. Perform data conversion tasks and loading.
12. Assist in the identification and planning of activities.
13. Assist in analysis and troubleshooting with non-SAP IT professionals to identify issues, needs and solutions for end-to-end business processes.
14. Provide hands-on day-to-day production and development support for CBSA applications created in SAP ABAP.
15. Develop, test and implement enhancements and fixes to code defects.
16. Create, review and update technical documentation.

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Technical Environment

- a) SAP FI-CA/PSCD module
- b) SAP ABAP development in ECC 6.0
- c) SAP ABAP certification (NetWeaver)
- d) SAP OSS Notes
- e) SAP HANA
- f) SAP HCM or SuccessFactors

Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in MS Office document format.
- b) Multiple RICEF objects, reports, interfaces, conversions, enhancements and forms meeting client requirements.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Weekly production reports indicating: performance issues, volume metrics, scheduled activities, etc.
- e) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- f) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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Resource Category: Programmer/Software Developer, HR (SAP ABAP)
Experience Level: Level 2

Tasks

1. Day-to-day monitoring and support of business processes.
2. Review and provide analysis on Functional Design Specifications received from business client.
3. Prepare and document impact analysis and work with others as required to identify, analyze and resolve performance problems.
4. Write, review and maintain technical documentation in a documentation repository following CBSA coding and naming conventions.
5. Develop, implement and provide performance tuning of ABAP code (reports, interfaces, conversion strategies, enhancements, and smart forms).
6. Provide technical advice and knowledge transfer to other programmers Provide early identification of issues that may affect achievement of CBSA's objectives.
7. Provide advice and guidance on documentation activities.
8. Provide demonstrations and code walkthroughs.
9. Conduct formal quality assurance on work being undertaken by the team on an ongoing basis.
10. Perform unit and integration testing.
11. Perform data conversion tasks and loading.
12. Assist in the identification and planning of activities.
13. Assist in analysis and troubleshooting with non-SAP IT professionals to identify issues, needs and solutions for end-to-end business processes.
14. Provide hands-on day-to-day production and development support for CBSA applications created in SAP ABAP.
15. Develop, test and implement enhancements and fixes to code defects.
16. Create, review and update technical documentation.

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Technical Environment

- a) SAP FI-CA/PSCD module
- b) SAP ABAP development in ECC 6.0
- c) SAP ABAP certification (NetWeaver)
- d) SAP OSS Notes
- e) SAP HANA
- f) SAP HCM or SuccessFactors

Deliverables

- a) Technical options analyses, impact analyses, design and other documentation (SAP ASAP methodology and CBSA Service Lifecycle Management Framework as appropriate), in MS Office document format.
- b) Multiple RICEF objects, reports, interfaces, conversions, enhancements and forms meeting client requirements.
- c) Day-to-day or periodic operations procedures in a MS Office document.
- d) Weekly production reports indicating: performance issues, volume metrics, scheduled activities, etc.
- e) Weekly task progress reports indicating: effort per deliverable, completion status, risks/issues, estimated work remaining, estimated completion date submitted to the Technical Authority.
- f) Material and activities required to support knowledge transfer to CBSA employees such as training documentation, operations and troubleshooting procedures, and coaching.

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APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 5 working days (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which

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activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contractor's quotation may be found to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

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**APPENDIX B TO ANNEX A
TASK AUTHORIZATION FORM**

(SEE ATTACHED DOCUMENT)



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No.
N° de l'autorisation de tâches (AT) :

STOT No.
N° de l'EDT :

Financial Coding
Code financier :

Date of Issuance
Date d'émission :

Response required by
Réponse requise
d'ici le :

--	--	--	--	--

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

--

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(S) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$0.00
					\$0.00
Estimated Cost / Coût estimatif					\$0.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$0.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

Signature

Signature

Name of the representative from the SPD of CBSA /
Nom d'un représentant de la DAS de l'ASFC

Date

Signature

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

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APPENDIX C TO ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

Resource Category: Application/Software Architect, FI (ERP SAP ABAP) – Level 3			
Name of Resource:			
#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 15 years prior to the TA issuance date, as an Application Architect designing, developing and implementing SAP financial solutions based on one or more of the following modules:</p> <ul style="list-style-type: none"> • FI-CO • FI-CA • FM 		
MT2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years, gained within the last 10 years prior to the TA issuance date, developing and implementing interface solutions to other applications.</p> <p>Note: the bidder must provide a summary (2 to 4 sentences per technology involved) of the solution and interfaces he/she developed.</p>		

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Resource Category: Application/Software Architect, FI (ERP SAP ABAP) – Level 3				
Name of Resource:				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience developing interface solutions using XML and ABAP.	1+ to 5 years = 5 points 5+ = 10 points	10	
RT2	The Contractor should demonstrate that the proposed resource has experience developing SAP solutions involving Master Data Management functionality.	1+ to 5 years = 5 points 5+ years = 10 points	10	
RT3	The Contractor should demonstrate that the proposed resource has experience integrating SAP solutions with separately-managed applications (i.e., developed and supported by other organizations or teams).	1+ to 5 years = 5 points 5+ years = 10 points	10	
RT4	The Contractor should demonstrate that the proposed resource has experience developing SAP PSCD or SAP FI-CA solutions, or both. The duration of any overlapping time period will be counted only once toward the resource's length of experience. Note: the Contractor should provide a client reference for each project demonstrated if submitting SAP PSCD experience.	1+ to 5 years = 5 points 5+ to 10 years = 10 points 10+ years = 15 points	15	
RT5	The Contractor should demonstrate that the proposed resource has experience developing and supporting interfaces using web service methodologies	1+ to 3 years = 3 points 3+ years = 5 points	5	

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Resource Category: Application/Software Architect, FI (ERP SAP ABAP) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT6	The Contractor should demonstrate that the proposed resource has experience developing and supporting interfaces using EMIGALL.	1+ to 3 years = 3 points 3+ years = 5 points	5	
RT7	The Contractor should demonstrate that the proposed resource has obtained within the last 12 years from the original bid closing date, a SAP ABAP certification. Note: a copy of the certification should be provided.	SAP ABAP certification = 5 points	5	
Total Available points:			60	
Minimum Total Overall Points Required to be declared responsive:			36	
Total achieved:				

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Resource Category: Application/Software Architect (SAP BASIS) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of SAP system administration (BASIS) experience.		
MT2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience designing and implementing one or more new SAP implementation(s) including:</p> <ul style="list-style-type: none"> • planning and sizing the technical landscape(s) (all states); and • installing, configuring and integrating components and modules <p>and 5 or more of the following tasks:</p> <ul style="list-style-type: none"> • load balancing, failover and recoverability • change management and maintenance strategy • central user administration • securing • performance and load testing • backup and restore • implementing and stabilizing production to maximize performance <p>Note: The minimum duration of a qualifying project is 18 months. The Contractor must submit one project of 3 or more years in duration; or two separate projects each of at least 18 months in duration.</p>		

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Resource Category: Application/Software Architect (SAP BASIS) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, in one or both of the following tasks:</p> <ul style="list-style-type: none"> installing, integrating and stabilizing new SAP software modules into an existing SAP implementation planning, analyzing and executing a significant SAP technical upgrade* <p>*A significant SAP technical upgrade is a periodic project that is implemented across companies to upgrade their SAP system (SAP Version or EHP, or both) to the latest released version. The upgrade requires analysis, planning and preparation by the technical team. The technical activities involve a number of sequenced steps, many checks and testing. The implementation requires monitoring once in production and may require further stabilization activities.</p>		
MT4	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience gained within the last 10 years prior to the TA issuance date, with SAP Solution Manager including:</p> <ul style="list-style-type: none"> configuration; support and maintenance; and support of the ChaRM tool. 		

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Resource Category: Application/Software Architect (SAP BASIS) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT5	<p>The Contractor must demonstrate that the proposed resource has a minimum of 8 years of experience, gained within the last 15 years prior to the TA issuance date, providing SAP BASIS third-level support including all of the following tasks within high volume* environments:</p> <ul style="list-style-type: none"> • monitoring • maintaining and troubleshooting servers • communications • security • business processes • transports and database • analyzing and interpreting logs • developing and implementing scripts to automate routine tasks <p>*High volume is defined as 300 or more concurrent users.</p>		

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Resource Category: Application/Software Architect (SAP BASIS) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	<p>The Contractor should demonstrate that the proposed resource has experience performing SAP BASIS support including all of the following tasks in a complex* environment:</p> <ul style="list-style-type: none"> • monitoring • maintaining and troubleshooting servers • communications • security • business processes • transports and database • analyzing and interpreting logs • developing and implementing scripts to automate routine tasks <p>*Complex is defined as having 3 or more characteristics such as: spanning multiple SAP applications/interfaces, different OS platforms (i.e., Windows and UNIX/LINUX), numerous cross-enterprise processes, may include multiple database platforms, stacks, and multiple SAP landscapes.</p> <p>Note: the Contractor must provide a description of the environment to explain its complexity.</p>	<p>1+ to 5 years = 5 points</p> <p>5+ to 10 years = 10 points</p> <p>10+ years = 15 points</p>	15	
RT2	<p>The Contractor should demonstrate that the proposed resource has experience optimizing and supporting Sybase databases in a production environment.</p>	<p>1+ to 3 years = 5 points</p> <p>3+ years = 10 points</p>	10	
RT3	<p>The Contractor should demonstrate that the proposed resource has experience optimizing and supporting HANA databases in a production environment.</p>	<p>1+ to 2 years = 5 points</p> <p>2+ to 3 years = 8 points</p> <p>4+ years = 10 points</p>	10	

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Resource Category: Application/Software Architect (SAP BASIS) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT4	<p>The Contractor should demonstrate that the proposed resource has experience implementing and providing technical BASIS support for SAP Business Warehouse or SAP Business Objects (BOBJ), or both.</p> <p>The duration of any overlapping time period will be counted only once toward the resource's length of experience.</p>	<p>1+ to 5 years = 5 points</p> <p>5+ to 10 years = 10 points</p>	10	
RT5	<p>The Contractor should demonstrate that the proposed resource has experience mentoring and coaching other technical staff providing BASIS, Solution Manager or Redwood technical support.</p> <p>The duration of any overlapping time period will be counted only once toward the resource's length of experience.</p>	<p>1+ to 3 years = 3 points</p> <p>3+ years = 5 points</p>	5	
RT6	<p>The Contractor should demonstrate that the proposed resource has obtained within the last 12 years prior to the TA issuance date, a System Administration with SAP NetWeaver certification.</p> <p>Note: a copy of the certification should be provided.</p>	System Administration with SAP NetWeaver certification = 5 points	5	
RT7	<p>The Contractor should demonstrate that the proposed resource has obtained a SAP HANA certification.</p> <p>Note: a copy of the certification should be provided.</p>	SAP HANA certification = 5 points	5	
Total Available points:			60	
Minimum Total Overall Points Required to be declared responsive:			36	
Total achieved:				

Contract Number:
 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

Resource Category: ERP System Analyst (SAP BASIS Database Analyst) – Level 2

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of SAP system administration (BASIS) experience, gained within last 10 years prior to the TA issuance date, working with SAP NetWeaver, ABAP and Java stacks.		
MT2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, installing, configuring and optimizing SAP database and application servers to maximize system performance and availability.		
MT3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, performing SAP BASIS support including all of the following tasks:</p> <ul style="list-style-type: none"> • system monitoring • maintaining and troubleshooting servers • communications • perform backups, restores and refreshes of database and application servers • transports and database • analyzing and interpreting logs • developing and implementing scripts to automate routine tasks • developing/implementing solutions to address issues 		

Contract Number:
 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

Resource Category: ERP System Analyst (SAP BASIS Database Analyst) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience in installation, technical configuration, maintenance and administration of SAP Business Warehouse.	1+ to 3 years = 5 points 3+ to 7 years = 10 points 7+ years = 15 points	15	
RT2	The Contractor should demonstrate that the proposed resource has experience in maintenance, support and administration for SAP Solution Manager.	1+ to 3 years = 5 points 3+ years = 10 points	10	
RT3	The Contractor should demonstrate that the proposed resource has 3 or more years of experience in maintaining, supporting and administering any of the following: <ul style="list-style-type: none"> SAP BI Suite including Business Objects or BPC, or both SAP Redwood Scheduler SAP PO/PI Each bullet should be demonstrated once. No bonus points for demonstrating the same bullet more than once.	SAP BI Suite including Business Objects or BPC, or both = 5 points SAP Redwood Scheduler = 5 points SAP PO/PI = 5 points	15	
RT4	The Contractor should demonstrate that the proposed resource has all the following experience: <ul style="list-style-type: none"> analyzing SAP OSS Notes and enhancements packs to determine the applicability and impact to the SAP environment developing a strategy to implement the OSS Notes testing and implementing the implemented change(s) 	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT5	The Contractor should demonstrate that the proposed resource has SAP system administration (BASIS) experience working with SAP HANA.	1+ to 2 years = 3 points 2+ to 5 years = 8 points 5+ years = 10 points	10	

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Resource Category: ERP System Analyst (SAP BASIS Database Analyst) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT6	The Contractor should demonstrate that the proposed resource has SAP system administration (BASIS) experience working with Sybase.	1+ to 3 years = 3 points 3+ years = 5 points	5	
RT7	The Contractor should demonstrate that the proposed resource has obtained within the last 12 years prior to the TA issuance date, a System Administration with SAP NetWeaver certification. Note: a copy of the certification should be provided.	System Administration with SAP NetWeaver certification = 5 points	5	
Total Available points:			70	
Minimum Total Overall Points Required to be declared responsive:			42	
Total achieved:				

Contract Number:
 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

Resource Category: ERP System Analyst (SAP BI) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	<p>The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, gained within the last 15 years prior to the TA issuance date, developing and implementing SAP-based solutions using SAP BW and including all of the following BW object types:</p> <ul style="list-style-type: none"> • InfoCubes • Multiproviders • DataStore Objects • InfoSet Queries • Transformations • Planning components • Extractors • Bex Queries/Web Templates 		
MT2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, gained within the last 15 years prior to the TA issuance date, as the senior technical resource* performing all of the following activities:</p> <ul style="list-style-type: none"> • data extraction • data quality assurance • identifying solutions for data problems <p>*Senior technical resource is defined as an individual with a high level of technical expertise on the team, and the lead person on troubleshooting and resolving BI data issues.</p>		
MT3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, prior to the TA issuance date, developing and implementing a customized SAP Business Planning & Consolidation (BPC) solution which contains both of the following:</p> <ul style="list-style-type: none"> • Custom Forms • Custom Visual Basic Macros 		

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Resource Category: ERP System Analyst (SAP BI) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT4	<p>The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience developing SAP BW solutions for data contained in each of the following SAP modules:</p> <ul style="list-style-type: none"> • FI-CO • HR • FM 		

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Resource Category: ERP System Analyst (SAP BI) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience developing and implementing BAdI's for BW.	1+ to 5 years = 5 points 5+ to 10 years = 10 points 10+ years = 15 points	15	
RT2	The Contractor should demonstrate that the proposed resource has experience developing and implementing a custom security solution for BW, or BPC, or both. The duration of any overlapping time period will be counted only once toward the resource's length of experience.	1+ to 5 years = 5 points 5+ to 10 years = 10 points 10+ years = 15 points	15	
RT3	The Contractor should demonstrate that the proposed resource has experience* developing SAP BW solutions for data contained in the following SAP modules: <ul style="list-style-type: none">FI-CAMMSD No bonus points for demonstrating the same module more than once. *To qualify, the resource must have worked on the referenced project for a minimum of 6 consecutive months in duration. Overlapping projects will be accepted provided each project meets the criterion.	FI-CA = 5 points MM = 10 points SD = 10 points	25	
RT4	The Contractor should demonstrate that the proposed resource has experience developing and implementing BAdI's for BPC.	1+ to 5 years = 5 points 5+ to 10 years = 10 points 10+ years = 15 points	15	

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Buyer ID:
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Resource Category: ERP System Analyst (SAP BI) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT5	The Contractor should demonstrate that the proposed resource has experience developing ABAP solutions.	1+ to 3 years = 5 points 3+ years = 10 points	10	
RT6	The Contractor should demonstrate that the proposed resource has obtained within the last 10 years prior to the TA issuance date a SAP NetWeaver BI certification. Note: a copy of the certification should be provided.	SAP NetWeaver BI certification = 5 points	5	
RT7	The Contractor should demonstrate that the proposed resource has obtained a SAP HANA certification. Note: a copy of the certification should be provided.	SAP HANA certification = 5 points	5	
Total Available points:			90	
Minimum Total Overall Points Required to be declared responsive:			54	
Total achieved:				

Contract Number:
 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

Resource Category: ERP System Analyst (SAP BI) – Level 2

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, supporting and maintaining SAP-based solutions using SAP BW and including 5 or more of the following BW object types:</p> <ul style="list-style-type: none"> • InfoCubes • Multiproviders • DataStore Objects • InfoSet Queries • Transformations • Extractors • Bex Queries/Web Templates 		
MT2	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, supporting all of the following activities:</p> <ul style="list-style-type: none"> • data modeling • data extraction • data quality assurance • monitoring and production support • identifying solutions for data problems 		
MT3	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, preparing and maintaining all of the following technical documentation:</p> <ul style="list-style-type: none"> • technical design specifications • test scripts • test reports • production support documentation 		

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Buyer ID:
 640EL

Resource Category: ERP System Analyst (SAP BI) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience developing and implementing BAdI's for BW.	1+ to 4 years = 5 points 4+ to 6 years = 10 points 6+ years = 15	15	
RT2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years supporting and maintaining SAP-based solutions using SAP BW and including 5 or more of the following BW object types: <ul style="list-style-type: none"> • InfoCubes • Multiproviders • DataStore Objects • InfoSet Queries • Transformations • Extractors • Bex Queries/Web Templates 	5+ to 6 years = 3 points 6+ to 8 years = 6 points 8+ years = 10 points	10	
RT3	The Contractor should demonstrate that the proposed resource has experience over and above the minimum 5 years supporting all of the following activities: <ul style="list-style-type: none"> • data modeling • data extraction • data quality assurance • monitoring and production support • identifying solutions for data problems 	5+ to 6 years = 4 points 6+ to 8 years = 8 points 8+ years = 10 points	10	

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640EL

Resource Category: ERP System Analyst (SAP BI) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT4	<p>The Contractor should demonstrate that the proposed resource has experience* developing SAP BW solutions for data contained in the following SAP modules:</p> <ul style="list-style-type: none"> • FI-CO • HR • FM <p>Modules should only be demonstrated once. No bonus points for demonstrating the same module more than once.</p> <p>*To qualify, the resource must have worked on the referenced project for a minimum of 6 consecutive months in duration.</p>	<ul style="list-style-type: none"> • FI-CO = 5 points • HR = 5 points • FM = 5 points 	15	
RT5	<p>The Contractor should demonstrate that the proposed resource has obtained within the last 10 years prior to the TA issuance date a SAP NetWeaver BI certification.</p> <p>Note: a copy of the certification should be provided.</p>	SAP NetWeaver BI certification = 5 points	5	
Total Available points:			55	
Minimum Total Overall Points Required to be declared responsive:			33	
Total achieved:				

Contract Number:
 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

Resource Category: ERP Technical Analyst (SAP Security) – Level 2

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, in building and maintaining SAP security roles, including composite roles. Note: the Contractor must provide a reference for each project.		
MT2	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, gained within the last 5 years prior to the TA issuance date, analyzing and migrating security and authorizations during an upgrade.		
MT3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, analyzing and applying Online SAP Support Notes (OSS Notes) to SAP security.		
MT4	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, analyzing and implementing security and authorizations on an SAP Java-based system.		

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Resource Category: ERP Technical Analyst (SAP Security) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	<p>The Contractor should demonstrate that the proposed resource has hands-on experience with advanced* SAP security topics, administration and best practices.</p> <p>*Advanced SAP security topics may include, without being limited to, any of the following:</p> <ul style="list-style-type: none"> • USOBX table maintenance • creation of 'firefighter' roles • securing tables with s_tabu_dis and s_tabu_nam • authorization debugging • parameter transactions • organizational fields and derived roles 	<p>1+ to 3 years = 3 points</p> <p>3+ to 5 years = 7 points</p> <p>5+ years = 10 points</p>	10	
RT2	<p>The Contractor should demonstrate that the proposed resource has experience gathering/interpreting general functional business access requirements, conducting analysis and defining an appropriate SAP security solution including all business and support roles.</p>	<p>1+ to 3 years = 3 points</p> <p>3+ to 5 years = 7 points</p> <p>5+ years = 10 points</p>	10	
RT3	<p>The Contractor should demonstrate that the proposed resource has experience with SAP security on a HANA platform.</p>	<p>1+ to 3 years = 3 points</p> <p>3+ years = 5 points</p>	5	
RT4	<p>The Contractor should demonstrate that the proposed resource has experience with SAP security for both Business Objects (BOBJ) and SAP Business Warehouse.</p> <p>Only the duration of time period when the proposed resource worked on both BOBJ and SAP Business Warehouse will be counted toward the resource's length of experience.</p>	<p>1+ to 3 years = 3 points</p> <p>3+ years = 5 points</p>	5	

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Resource Category: ERP Technical Analyst (SAP Security) – Level 2				
Name of Resource:				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT5	The Contractor should demonstrate that the proposed resource has experience creating, testing and implementing custom SAP security solutions which include User Exits and exception handling.	1+ to 5 years = 5 points 5+ years = 10 points	10	
RT6	The Contractor should demonstrate that the proposed resource has obtained within the last 10 years prior to the TA issuance date a SAP Security certification. Note: a copy of the certification should be provided.	SAP Security certification = 5 points	5	
Total Available points:			45	
Minimum Total Overall Points Required to be declared responsive:			27	
Total achieved:				

Contract Number:
 47419-252068/001/EL

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Buyer ID:
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Resource Category: ERP Technical Analyst (SAP PO-PI) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience, gained within the last 15 years prior to the TA issuance date, in a technical hands-on capacity working with SAP technologies.		
MT2	Using a minimum of two different SAP projects*, the Contractor must demonstrate that the proposed resource has at least 5 years of experience, gained within the last 10 years prior to the TA issuance date, in performing the implementation or upgrade, or both, of either the SAP Process Orchestration module or the Process Integration (PO/PI) module. *To qualify, the resource must have worked on the referenced SAP projects for a minimum of 9 consecutive months in duration.		
MT3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, designing, developing, testing and implementing SAP PO or PI* interfaces, work flows and end-to-end business processes for integrating SAP solutions and external non-SAP based applications. *Note: at least one project on which the resource has worked for a minimum duration of 12 consecutive months must be designing, developing, testing and implementing SAP PO.		
MT4	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience providing day-to-day production support, troubleshooting SAP PO/PI and resolving incidents involving queues, messages and business processes running in production.		

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Resource Category: ERP Technical Analyst (SAP PO-PI) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	<p>The Contractor should demonstrate that the proposed resource has direct* experience working with JMS Adapters and file adapters.</p> <p>*Direct experience working with JMS Adapters and file adapters includes two or more of the following activities:</p> <ul style="list-style-type: none"> • implementing • troubleshooting • configuring • supporting 	<p>1+ to 5 years = 5 points</p> <p>5+ to 10 years = 10 points</p> <p>10+ years = 15 points</p>	15	
RT2	<p>The Contractor should demonstrate that the proposed resource has experience designing, developing and implementing SAP solutions involving web services and proxies.</p>	<p>1+ to 5 years = 5 points</p> <p>5+ to 10 years = 10 points</p> <p>10+ years = 15 points</p>	15	
RT3	<p>The Contractor should demonstrate using a minimum of two different SAP projects*, that the proposed resource has experience performing the installation and setup and/or the upgrade of the SAP NetWeaver Development Infrastructure.</p> <p>*To qualify, the resource must have worked on the referenced SAP projects for a minimum of 12 consecutive months in duration and wo or more of the following:</p> <ul style="list-style-type: none"> • Design Time Repository • Component Build Service • Change Management Service • System Landscape Directory • SAP NetWeaver Development Studio 	<p>Less than 2 projects = 0 point</p> <p>2 projects = 5 points</p> <p>3+ projects = 10 points</p>	10	
RT4	<p>The Contractor should demonstrate that the proposed resource has experience developing ABAP solutions.</p>	<p>1+ to 3 years = 5 points</p> <p>3+ years = 10 points</p>	10	

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Resource Category: ERP Technical Analyst (SAP PO-PI) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT5	The Contractor should demonstrate that the proposed resource has obtained within the last 10 years prior to the TA issuance date, a SAP Process Integration certification or a SAP Process Orchestration certification. Note: a copy of the certification should be provided.	SAP Process Integration certification or a SAP Process Orchestration certification = 5 points	5	
Total Available points:			55	
Minimum Total Overall Points Required to be declared responsive:			33	
Total achieved:				

Contract Number:
 47419-252068/001/EL

Amendment Number:

Buyer ID:
 640EL

Resource Category: ERP Technical Analyst (SAP PO-PI) – Level 2

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, in a technical hands-on capacity working with SAP technologies.		
MT2	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, gained within the last 10 years prior to the TA issuance date, developing, testing and implementing SAP PO/PI interfaces and end-to-end business processes.		
MT3	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience, prior to the TA issuance date, providing day-to-day support, troubleshooting SAP PO/PI and resolving incidents involving queues, messages and business processes.		
MT4	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, prior to the TA issuance date, writing and maintaining documentation including all the following: <ul style="list-style-type: none"> • technical design specifications • test scripts • reports 		

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 640EL

Resource Category: ERP Technical Analyst (SAP PO-PI) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience over and above the minimum of 2 years developing, testing and implementing SAP PO/PI interfaces and end-to-end business processes.	2+ to 4 years = 5 points 4+ to 6 years = 10 points 6+ years = 15 points	15	
RT2	The Contractor should demonstrate that the proposed resource has experience over and above the minimum of 2 years providing day-to-day support, troubleshooting SAP PO/PI and resolving incidents involving queues, messages and business processes.	2+ to 4 years = 5 points 4+ to 6 years = 10 points 6+ years = 15 points	15	
RT3	The Contractor should demonstrate that the proposed resource has direct* experience working with Java Message Service (JMS) Adapters and file adapters. *Direct experience working with JMS Adapters and file adapters includes two or more of the following activities: <ul style="list-style-type: none"> • implementing • troubleshooting • configuring • supporting 	1+ to 3 years = 5 points 3+ years = 10 points	10	
RT4	The Contractor should demonstrate that the proposed resource has experience designing, developing, testing and implementing SAP solutions involving web services and proxies.	1+ to 3 years = 5 points 3+ years = 10 points	10	
RT5	The Contractor should demonstrate that the proposed resource has obtained within the last 10 years prior to the TA issuance date, a SAP Process Integration certification or a SAP Process Orchestration certification.	SAP Process Integration certification or a SAP Process Orchestration certification = 5 points	5	

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Resource Category: ERP Technical Analyst (SAP PO-PI) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	Note: a copy of the certification should be provided.			
Total Available points:			55	
Minimum Total Overall Points Required to be declared responsive:			33	
Total achieved:				

Contract Number:
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Buyer ID:
 640EL

Resource Category: Programmer/Software Developer, FI (SAP ABAP) – Level 2

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, using Advanced Business Application Programming (ABAP) object oriented programming techniques.		
MT2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, gained within the last 5 years prior to the TA issuance date, developing ABAP code for the SAP Financial Accounting (FI) module.		
MT3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, analyzing and applying Online SAP Support Notes (OSS Notes) to SAP ABAP code problems.		
MT4	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, providing day-to-day production support of SAP business processes for a business-critical SAP application including all of the following activities:</p> <ul style="list-style-type: none"> performing daily system checks handling and resolving system and customer tickets monitoring messages, jobs and process chains checking system performance performance tuning analyzing problems using ABAP Dump Analysis (ST22) Writing Online Service System OSS messages to SAP 		

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TBIPS Category: Programmer/Software Developer, FI (SAP ABAP) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience planning and developing inbound and outbound SAP interfaces.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT2	The Contractor should demonstrate that the proposed resource has experience developing SAP Smart Forms.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT3	The Contractor should demonstrate that the proposed resource has experience with the ABAP Debugger tool that is available in SAP.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT4	The Contractor should demonstrate that the proposed resource has experience in unit and integration testing in a SAP environment.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT5	The Contractor should demonstrate that the proposed resource has experience with SAP version ECC 6.0 or HANA, or both. The duration of any overlapping time period will be counted only once toward the resource's length of experience.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT6	The Contractor should demonstrate that the proposed resource has obtained within the last 12 years prior to the TA issuance date, a SAP ABAP certification. Note: a copy of the certification should be provided.	SAP ABAP certification = 5 points	5	
Total Available points:			55	
Minimum Total Overall Points Required to be declared responsive:			33	
Total achieved:				

Contract Number:
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Buyer ID:
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Resource Category: Application/Software Architect, HR (ERP SAP ABAP) – Level 3

Name of Resource:

#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 15 years prior to the TA issuance date, as an Application Architect designing, developing and implementing SAP human resource (HR) solutions based on the SAP Human Capital Management (HCM) module and/or SAP SuccessFactors.		
MT2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, gained within the last 15 years prior to the TA issuance date, developing, implementing and supporting SAP human resource solutions for E-Recruitment.		
MT3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years, gained within the last 10 years prior to the TA issuance date, developing and implementing interface solutions to other applications. Note: the Contractor must provide a summary (2 to 4 sentences per technology involved) of the solution and interfaces he/she developed.		

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Resource Category: Application/Software Architect, HR (ERP SAP ABAP) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience developing interface solutions using ABAP.	1+ to 5 years = 5 points 5+ to 10 years = 10 points 10+ years = 15 points	15	
RT2	The Contractor should demonstrate that the proposed resource has experience integrating SAP solutions with separately-managed applications (i.e., developed and supported by other organizations or teams).	1+ to 5 years = 5 points 5+ to 10 years = 12 points 10+ years = 15 points	15	
RT3	The Contractor should demonstrate that the proposed resource has experience developing SAP HCM or SAP SuccessFactors solutions, or both. The duration of any overlapping time period will be counted only once toward the resource's length of experience.	5+ to 10 years = 5 points 10+ years = 10 points	10	
RT4	The Contractor should demonstrate that the proposed resource has experience integrating SAP Business Workflows into SAP business processes.	1+ to 3 years = 3 points 3+ years = 5 points	5	
RT5	The Contractor should demonstrate that the proposed resource has obtained within the last 12 years prior to the TA issuance date, a SAP ABAP <u>or</u> SAP SuccessFactors certification. Note: a copy of the certification should be provided.	SAP ABAP or SAP SuccessFactors certification = 5 points	5	
Total Available points:			50	
Minimum Total Overall Points Required to be declared responsive:			30	

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Resource Category: Application/Software Architect, HR (ERP SAP ABAP) – Level 3

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
Total achieved:				

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Resource Category: Programmer/Software Developer, HR (SAP ABAP) – Level 2			
Name of Resource:			
#	Mandatory Technical (MT) Criteria	Contractor's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, using Advanced Business Application Programming (ABAP) object oriented programming techniques.		
MT2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years of experience, gained within the last 5 years prior to the TA issuance date, developing ABAP code for the SAP Human Capital Management (HCM) or SAP SuccessFactors module.		
MT3	The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, analyzing and applying Online SAP Support Notes (OSS Notes) to SAP ABAP code problems.		
MT4	<p>The Contractor must demonstrate that the proposed resource has a minimum of 5 years of experience, gained within the last 10 years prior to the TA issuance date, providing day-to-day production support of SAP business processes for a business-critical SAP application including all of the following activities:</p> <ul style="list-style-type: none"> performing daily system checks handling and resolving system and customer tickets monitoring messages, jobs and process chains checking system performance performance tuning analyzing problems using ABAP Dump Analysis (ST22) Writing Online Service System OSS messages to SAP 		

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TBIPS Category: Programmer/Software Developer, HR (SAP ABAP) – Level 2

Name of Resource:

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The Contractor should demonstrate that the proposed resource has experience planning and developing inbound/outbound SAP interfaces.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT2	The Contractor should demonstrate that the proposed resource has experience developing SAP Smart Forms.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT3	The Contractor should demonstrate that the proposed resource has experience with the ABAP Debugger tool that is available in SAP.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT4	The Contractor should demonstrate that the proposed resource has experience in unit and integration testing in a SAP environment.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT5	The Contractor should demonstrate that the proposed resource has experience with SAP version ECC 6.0 or HANA, or both. The duration of any overlapping time period will be counted only once toward the resource's length of experience.	1+ to 3 years = 3 points 3+ to 7 years = 7 points 7+ years = 10 points	10	
RT6	The Contractor should demonstrate that the proposed resource has obtained within the last 12 years prior to the TA issuance date, a SAP ABAP or SAP SuccessFactors certification. Note: a copy of the certification should be provided.	SAP ABAP or SAP SuccessFactors certification = 5 points	5	
Total Available points:			55	
Minimum Total Overall Points Required to be declared responsive:			33	
Total achieved:				

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47419-252068/001/EL

Amendment Number:

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640EL

APPENDIX D TO ANNEX A CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

Print name of authorized individual & sign above

Date

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4. CERTIFICATION OF LANGUAGE - English or Bilingual

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are *[Option 1 - Unilingual English]* fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

[Option 2 - Bilingual] fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

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ANNEX B BASIS OF PAYMENT

INITIAL CONTRACT PERIOD (2 YEARS):

Initial Contract Period		
Resource Category	Level of Expertise	Firm Per Diem Rate
Application/Software Architect, FI (ERP SAP ABAP)	Level 3	
Application/Software Architect, HR (ERP SAP ABAP)	Level 3	
Application/Software Architect (SAP BASIS)	Level 3	
ERP System Analyst (SAP BASIS Database Analyst)	Level 2	
ERP System Analyst (SAP BI)	Level 3	
ERP System Analyst (SAP BI)	Level 2	
ERP Technical Analyst (SAP Security)	Level 2	
ERP Technical Analyst (SAP PO-PI)	Level 3	
ERP Technical Analyst (SAP PO-PI)	Level 2	
Programmer/Software Developer, FI (SAP ABAP)	Level 2	
Programmer/Software Developer, HR (SAP ABAP)	Level 2	

OPTION PERIOD 1 (2 YEARS):

Option Period 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
Application/Software Architect, FI (ERP SAP ABAP)	Level 3	
Application/Software Architect, HR (ERP SAP ABAP)	Level 3	
Application/Software Architect (SAP BASIS)	Level 3	
ERP System Analyst (SAP BASIS Database Analyst)	Level 2	
ERP System Analyst (SAP BI)	Level 3	
ERP System Analyst (SAP BI)	Level 2	
ERP Technical Analyst (SAP Security)	Level 2	
ERP Technical Analyst (SAP PO-PI)	Level 3	
ERP Technical Analyst (SAP PO-PI)	Level 2	
Programmer/Software Developer, FI (SAP ABAP)	Level 2	
Programmer/Software Developer, HR (SAP ABAP)	Level 2	

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OPTION PERIOD 2 (2 YEARS):

Option Period 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
Application/Software Architect, FI (ERP SAP ABAP)	Level 3	
Application/Software Architect, HR (ERP SAP ABAP)	Level 3	
Application/Software Architect (SAP BASIS)	Level 3	
ERP System Analyst (SAP BASIS Database Analyst)	Level 2	
ERP System Analyst (SAP BI)	Level 3	
ERP System Analyst (SAP BI)	Level 2	
ERP Technical Analyst (SAP Security)	Level 2	
ERP Technical Analyst (SAP PO-PI)	Level 3	
ERP Technical Analyst (SAP PO-PI)	Level 2	
Programmer/Software Developer, FI (SAP ABAP)	Level 2	
Programmer/Software Developer, HR (SAP ABAP)	Level 2	

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ANNEX C
SECURITY REQUIREMENTS CHECK LIST

(SEE ATTACHED DOCUMENT)

COMMON-PS-SRCL#19



Government of Canada
Gouvernement du Canada

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SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	2. Branch or Directorate / Direction générale ou Direction	
CBSA	ISTB / BASD	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail		
Establish a multi-year IT Professional Services supply arrangement for the use of the SAP Competency Centre.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

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PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui
- If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes
Non ☐ Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- | | | | |
|---|--|--|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS
COTE DE FIABILITÉ | <input checked="" type="checkbox"/> CONFIDENTIAL
CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET
SECRET | <input type="checkbox"/> TOP SECRET
TRÈS SECRET |
| <input type="checkbox"/> TOP SECRET - SIGINT
TRÈS SECRET - SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL
NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET
NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET
COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS
ACCÈS AUX EMPLACEMENTS | | | |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes
Non ☐ Oui
- If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes
Non ☐ Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes
Non ☐ Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes
Non ☐ Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF A LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non ☐ Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes
Non ☐ Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

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PART C - (continued) / PARTIE C - (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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PART D - AUTHORIZATION / PARTIE D - AUTORISATION				
13. Organization Project Authority / Chargé de projet de l'organisme				
Name (print) - Nom (en lettres moulées) SYLVIE LINGRAS	Title - Titre DIRECTOR, ISTB	Signature <i>Sylvie Lingras</i>		Date April 30, 2018
Telephone No. - N° de téléphone (343) 291-5315	Facsimile No. - N° de télécopieur (866) 335-3237	E-mail address - Adresse courriel SYLVIE.LINGRAS@CSCA-ASFC.GC.CA	Date April 30, 2018	
14. Organization Security Authority / Responsable de la sécurité de l'organisme				
Name (print) - Nom (en lettres moulées) Stephane Lapointe	Title - Titre Security Specialist	Signature <i>Stephane Lapointe</i>		Date 3.5.2018
Telephone No. - N° de téléphone 343 291 7776	Facsimile No. - N° de télécopieur 866 335 3237	E-mail address - Adresse courriel Stephane.Lapointe@CSCA-ASFC.gc.ca	Date 3.5.2018	
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?				
				<input type="checkbox"/> No <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement				
Name (print) - Nom (en lettres moulées) Ivy Pui	Title - Titre Supply Specialist	Signature Pui, Ivy		Digitally signed by Pui, Ivy Date: 2019.08.01 14:04:19 -04'00'
Telephone No. - N° de téléphone 613-858-9873	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel ivy.pui@tpsgc-pwgsc.gc.ca	Date	
17. Contracting Security Authority / Autorité contractante en matière de sécurité				
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O		Digitally signed by Saumur, Jacques O DN: c=CA, o=GC, ou=PWGSC-TPSGC, cn=Saumur, Jacques O Date: 2017.02.02 13:38:31 -05'00'
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date	

Jacques Saumur
Contract Security Officer
Contracts Security Division | Division des contrats sécurité /
Contract Security Program | Programme de sécurité des contrats /
Public Services and Procurement Canada | Services publics et Approvisionnement Canada
Jacques.Saumur@tpsgc-pwgsc.gc.ca
Telephone | Téléphone 613-948-1732
Facsimile | Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

Solicitation Number:
 47419-252068/A

Amendment Number:

Buyer ID:
 640EL

SECURITY CLASSIFICATION GUIDE

The purpose of the Security Classification Guide is to clarify the multiple levels of security screening identified under Part B of the Security Requirements Check List (SRCL) described in Annex C. In addition to the Contractor and its resources' obligation to comply with the provisions of the SRCL described in Annex C, the following must be adhered to:

1. Personnel security screening level requirements for **No Security**
 - Resources who do not hold a valid personnel security screening, must not have or be given access to Protected, Confidential or Secret documents. Resources must also be escorted while on site.
2. Personnel security screening level requirements for **Reliability Status**
 - Resources who hold a valid personnel security screening only at the level of RELIABILITY STATUS must not have or be given access to Confidential or Secret documents.
3. Personnel security screening level requirements for **Confidential**
 - Resources who hold a valid personnel security screening only at the level of CONFIDENTIAL must not have or be given access to Secret documents.
4. Personnel security screening level requirements for **Secret**
 - Resources who hold a valid personnel security screening only at the level of SECRET must not have or be given access to Top Secret documents.
5. Personnel security screening level requirements for **various provisions**
 - For Task Authorizations where there are multiple associated security provisions (No Security, Reliability, Secret), the Task Authorization will identify the personnel security screening required for each portion of the work.
 - It is the Project Authority's and Contractor's responsibility to ensure that the resources do not have or be given access to documents for which they do not hold the appropriate personnel security screening level.
6. Information classified at the level of **Protected A, Protected B** or **Confidential** must be properly marked and can only be sent/shared electronically once encrypted for the recipients.
7. Information classified at the level of **Secret** must be properly marked and cannot be sent electronically. All Secret information and/or documents must be saved to a CBSA approved encrypted USB device and delivered to the recipient using an approved security cleared courier.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Purchasing Office – Bureau des Achats

Canada Border Services Agency /
Agence des services frontaliers du Canada
355 North River Road – 355 Rue North River
17th Floor – 17^{ième} étage
Ottawa, Ontario
K1A 0L8

Contract Amendment – Modification au Contrat

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the contract remain the same.

Ce document est par la présente révisé sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this contract.

Le fournisseur/entrepreneur accepte/accuse réception du présent contrat.

Signature

Date

Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (caractère d'impression)

Partner

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Deloitte inc.
100 Queen Street, Suite 1600
Ottawa, Ontario
K1P 5T8

PBN: 864499652

Title / Sujet
Financial Services

Contract No. – No du contrat

5500000991

Amendment No. – No de la
modification

1

Date

May 22, 2019

F.O.B. – F.A.B.

Destination of Goods, Services, And Construction:
Destination des biens, services et construction :

As per Original Contract

Invoices to be sent to:
Factures – Envoyer à :

As per Original Contract

Contracting Authority: – Autorité contractante :

Matthew Woods

Matthew Woods@cbsa-asfc.gc.ca

Telephone No. – No de téléphone

(343)-291-5726

Fax No. – No de
télécopieur

Previous Total Cost (GST incl.) / Coût total
antérieur (tax incl.)

\$2,000,000.00

Currency Type
– Genre de
devise

Amendment Value (GST incl.) / Valeur de
la modification (tax incl.)

\$900,000.00

Signed for the President by –
Signé pour le Président par

CAD

Revised Value (GST incl.) / Valeur révisée (tax
incl.)

\$2,900,000.00

Signed for the President by / Signé pour le Président par

DAHAN JOSEPHINE

Signature

Date

Josephine Dahan
Director
Strategic Procurement Division



Canada Border
Services Agency

Agence des services
frontaliers du Canada

AMD #1 is raised to amend the:

1. Amend the Contracting Authority
2. Amend the Basis of Payment
3. Amend Annex B, Basis of Payment

At Clause 7.5 Authorities

Delete sub-clause 7.5.1 in its entirety and replace with:

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Matthew Woods
Title: Senior Contracting Officer
Organisation: Canada Border Services Agency
Address: 355 North River Road, Ottawa, ON K1A 0L8
Telephone: 343-291-5726
E-mail address: Matthew.Woods@cbsa.asfc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

At Clause 7.6 Payment

Delete sub-clause 7.6.2 Canada's Total Liability in its entirety and replace with:

7.6.1 Canada's Total Liability

Cumulative Total of all authorized TAs

A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$2,566,371.68. Customs duties are included and the Applicable Taxes are extra.

B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:

1. when it is 75 percent committed, or
2. four (4) months before the Contract expiry date, or
3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure 7.6.1.2, TA subject to a Limitation of Expenditure, whichever comes first.

D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

At Annex B, Basis of Payment

Delete the Annex in its entirety and replace with:

ANNEX B, BASIS OF PAYMENT

A- Contract Period (From contract award to March 31 2020)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

Category	All Inclusive Fixed Daily Rate
Business Consultant, Junior	\$ [REDACTED]
Business Consultant, Intermediate	\$ [REDACTED]
Business Consultant, Senior	\$ [REDACTED]

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

Total Estimated Cost of Professional Fees: \$2,566,371.68

2.0 Total Estimated Cost- Contract Period: \$2,566,371.68

With the exception of the all inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Project Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.2 of the Contract.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Purchasing Office – Bureau des Achats

Canada Border Services Agency/
Agence des services frontaliers du Canada
355 North River Road – 355 Rue North River
17th Floor – 17^{ième} étage
Ottawa, Ontario
K1A 0L8

Contract Amendment – Modification au Contrat

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the contract remain the same.

Ce document est par la présente révisé sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this contract.

Le fournisseur/entrepreneur accepte/accuse réception du présent contrat.

October 15, 2019

Signature

Date

Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (caractère d'impression)

Partner

Vendor/Firm Name and Address

Raison sociale et adresse du fournisseur/de l'entrepreneur

Deloitte inc.
100 Queen Street, Suite 1600
Ottawa, Ontario
K1P 5T8

PBN: 864499652

Title / Sujet
Financial Services

Contract No. – No du contrat

5500000991

Amendment No. – No de la
modification

2

Date

May 22, 2019

F.O.B. – F.A.B.

Destination of Goods, Services, And Construction:

Destination des biens, services et construction :

As per Original Contract

Invoices to be sent to:

Factures – Envoyer à :

As per Original Contract

Contracting Authority: – Autorité contractante :

Nancy Cleroux

Nancy.cleroux@cbsa-asfc.gc.ca

Telephone No. – No de téléphone

343-291-5727

Fax No. – No de
télécopieur

Previous Total Cost (GST incl.) / Coût total
antérieur (tax incl.)

\$2,900,000

Currency Type
– Genre de
devise

Amendment Value (GST incl.) / Valeur de
la modification (tax incl.)

\$100,000

CAD

Revised Value (GST incl.) / Valeur révisée (tax
incl.)

\$3,000,000

Signed for the President by / Signé pour le Président par

FECTEAU JIMMY

Digitally signed by FECTEAU JIMMY
Date: 2019.10.08 16:35:49 -04'00'

Signature

Date

Jimmy Fecteau

Director General & Agency Comptroller
Finance & Corporate Management
Branch



AMD #2 is raised to amend the:

1. Amend the Contracting Authority
2. Amend the Basis of Payment
3. Amend Annex B, Basis of Payment

At Clause 7.5 Authorities

Delete sub-clause 7.5.1 in its entirety and replace with:

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Nancy Cleroux
Title: Team Leader
Organisation: Canada Border Services Agency
Address: 355 North River Road, Ottawa, ON K1A 0L8
Telephone: 343-291-5727
E-mail adresse: Nancy.Cleroux@cbsa-asfc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

At Clause 7.6 Payment

Delete sub-clause 7.6.2 Canada's Total Liability in its entirety and replace with:

7.6.1 Canada's Total Liability

Cumulative Total of all authorized TAs

A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$2,654,867.25. Customs duties are included and the Applicable Taxes are extra.

B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:

1. when it is 75 percent committed, or
2. four (4) months before the Contract expiry date, or
3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure 7.6.1.2, TA subject to a Limitation of Expenditure, whichever comes first.

D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

At Annex B, Basis of Payment

Delete the Annex in its entirety and replace with:

ANNEX B, BASIS OF PAYMENT

A- Contract Period (From contract award to March 31, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

Category	All Inclusive Fixed Daily Rate
Business Consultant, Junior	\$ 1,500.00
Business Consultant, Intermediate	\$ 1,700.00
Business Consultant, Senior	\$ 2,100.00

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

Total Estimated Cost of Professional Fees: \$2,647,267.25

1.1 Travel and Living Expenses

The Contractor will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle expense allowances specified in Appendices B, C and D of the Treasury Board Travel Directive, and with the other provisions of the directive referring to "travelers", rather than those referring to "employees".

All travel must have the prior authorization of the Project Authority: All payments are subject to government audit.

Estimated Cost: \$7600 CAD.

2.0 Total Estimated Cost- Contract Period: \$2,654,867.25

With the exception of the all inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Project Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.2 of the Contract.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Contract No. 5500000991

Purchasing Office — Bureau des Achats :

Canada Border Services Agency
Agence des services frontaliers du Canada
355 North River Road - 355 ch. River nord
17th Floor - 17^{ième} étage
Ottawa ON K1A 0L8

Date:

August 24, 2018

Contract No. — No du contrat:

5500000991

Contract — Contrat

You are requested to sell to the Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the supplies and services listed herein and on any attached sheets at the price or prices set out therefor.

Nous vous demandons de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes et aux annexes ci-jointes, les articles et les services énumérés dans les présentes et sur toute feuille ci-annexée, au(x) prix indiqué(s).

D.D.P. — D.D.P.:

Destination of Goods, Services, And Construction —
Destination des biens, services et construction
See herein — voir aux présentes

Invoices to be sent to — Factures Envoyer à :

Canada Border Service Agency
Agence des services frontaliers du Canada
vendors-fournisseurs@cbsa-asfc.gc.ca

**The Vendor/Firm hereby accepts/acknowledges this contract —
Le fournisseur/entrepreneur accepte/accuse réception du
présent contrat :**

Signature

2018-08-27

Date

**Name, title of person authorized to sign (type or print) —
Nom et titre du signataire autorisé (caractère d'impression)**

Partner

Contracting Authority — Autorité contractante :

Tanya Lavergne

**Telephone No. — No de
telephone:**

343-291-5693

**Fax No. — No de
télécopieur :**

E-Mail Address — Courriel:

Tanya.lavergne@cbsa-asfc.gc.ca

**Total Estimated Cost (HST
incl.) /Coût total
estimatif (TVH incl.):**

\$2,000,000.00

**Currency Type -
Genre de devise :**

CAD

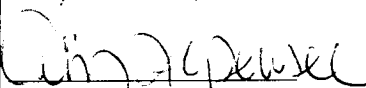
Vendor / Firm Name and Address

Raison sociale et adresse du fournisseur/de l'entrepreneur :

Deloitte inc.
100 Queen Street, Suite 1600
Ottawa, Ontario
K1P 5T8

PBN: 864499652

**Signed for the President by — Signé pour le
Président par :**


Signature

Name and Position Title — Nom et Titre du poste

Josephine Dahan
Director
Strategic Procurement and Material Management
Division (SPMMD), Comptrollership Branch
Canada Border Services Agency



7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

7.1.1 Task Authorization

A. Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".

B. With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form, signed by the TA Authority.

C. TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$0.00, Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

D. The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs,) not being exceeded.

E. TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex D, Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
 - the details of the activities or revised activities to be performed;
 - a description of the deliverables or revised deliverables to be submitted; and
 - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and
- the Contract method(s) of payment applicable to the task or revised task.



F. Within two (2) calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B;
3. and; for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;
the resume of the proposed resource; and
a demonstration that the proposed resource meets :
the Contract security requirements.

G. TA Authorization

1. The TA Authority will authorize the TA based on:
 - the request submitted to the Contractor pursuant to paragraph E of this clause;
 - the Contractor's response received, submitted pursuant to paragraph F of this clause;
 - and
 - the agreed total estimated cost for performing the task or, as applicable, revised task.
2. The TA Authority will authorize the TA provided that each resource proposed by the Contractor for the performance of the Work required meets all the requirements specified under paragraph F.3 of this clause.
3. The authorized TA will be issued to the Contractor by email (as an email attachment in PDF format).

H. Methods of Payment - Approved TA

DELETED

I. Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs.); and "Minimum Contract Value" means 5% of the Maximum Contract Value.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.



4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

J. Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;
- 3rd quarter: October 1 to December 31; and
- 4th quarter: January 1 to March 31.

A sample MSOffice spreadsheet containing the data elements contained in paragraphs J.3 and J.4 of this clause is provided in Annex F

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:
 - the TA number appearing on the TA form;
 - the date the task was authorized appearing on the TA form;
 - the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
 - the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, then 2, etc:
 - the TA revision number;
 - the date the revision to the task was authorized;
 - the authorized increase or decrease (Applicable Taxes extra);
 - the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
 - the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total amount of Applicable Taxes invoiced;
 - the total amount paid, Applicable Taxes included;
 - the start and completion date of the task (as last revised, as applicable); and
 - the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:



- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

7.1.2 Work Authorization

Despite any other condition of the Contract, the Contractor is only authorized to perform the Work described at sections 3.0 Scope of Work of the Statement of Work in Annex A required to complete the Contract. Upon completion of the TA, the Work will be reviewed before the Contractor is authorized to commence any Work described at the Statement of Work in Annex A. Depending on the results of the review and evaluation of the Work, Canada will decide at its discretion whether to continue with the Work.

If Canada decides to continue with a new task authorization, the Contracting Authority will advise the Contractor in writing to commence work with the issuance of a new task authorisation. The Contractor must immediately comply with the notice.

If Canada decides not to proceed with task authorisation, the Contracting Authority will advise the Contractor in writing of the decision and the Contract will be considered completed at no further costs to Canada. In no event will the Contractor be paid for any cost incurred for unauthorized work.

7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract with the following replacements:

Section 08 – Replacement of Specific Individuals, of 2035 (2018-06-21) General Conditions – Higher Complexity – Services is deleted and replaced with the following:

1. if the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
 - a. the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - b. security information on the proposed replacement as specified by Canada, if applicable.

Any assessment of the information provided will occur as per 2 (b) below.



2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
 - a. exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Article titled "Default of the Contractor"; or
 - b. assess the information provided under 1 (a) and (b) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in 2 (a) above, or require the Contractor to propose another replacement within five working days' notice.
3. Where an Excusable Delay applies, Canada may require 2 (b) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.
4. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
5. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

Section 17 - Interest on Overdue Accounts, of 2035 (2018-06-21) General Conditions - Higher Complexity - Services - will not apply to payments made by credit cards.

With respect to **Section 30 - Termination for Convenience**, of 2035 (2018-06-21) General Conditions - Higher Complexity - Services, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 04) The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract
- 05) Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - a. the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination; or
 - b. the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 06) The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.



7.2.2 Non-Disclosure Agreement

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex E, and provide it to the Contracting Authority before they are given access to information by or on behalf of Canada in connection with the Work.

7.3 Security Requirement

7.3.1 The following security requirement (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Contract:

Common PS SRCL, #19 Security Clauses:

Security Requirement for Canadian Supplier PWGSC File# Common PS SRCL #19

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL** or **SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor/Offeror **MUST NOT** remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - b. Industrial Security Manual (Latest Edition).

Prior to the work beginning under the contract, the following security requirements must be adhered to.

ADDITIONAL CBSA SECURITY REQUIREMENT:

The CBSA, will conduct its own personnel Reliability Status assessment on the recommended Bidder and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the "Policy on Government Security — Personnel Security Standard", irrespective of whether such assessment has already been conducted under any such policies. Reliability Status assessment conducted by the CBSA will include a credit check performed by an authorized secure official with CBSA's "Personnel Security Screening Section"(PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian Industrial Security Directorate" (CISD) and the "International Industrial Security Directorate" (IISD).

For each proposed resources, the Bidder should submit a complete signed original TBS 330-23 Form — Personnel Screening Consent and Authorization (<https://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.asp>) with their Bid. If not provided with the bid, the Bidder must provide it upon request and in the timeframe stated by the Contracting Authority (prior to Contract Award).

Until the credit check, fingerprinting and all other security screening processes required by this Request for Proposal have been completed and the recommended Bidder and the proposed personnel is deemed



suitable by the CBSA, no contract will be awarded and the recommended Bidder personnel will not be permitted access to Protected / Classified information or assets, and will not be permitted to enter sites where such information or assets are kept.

In the event the recommended Bidder is not deemed suitable following the security screening process required by the CBSA, the said recommended Bidder's (Contractor and its personnel) bid will be deemed non-compliant and the next ranked Bidder will be contacted. If only one bid was obtained and the recommended Bidder does not meet the security requirement, then, the Contracting Authority will determine the next steps in order to ensure all requirements are met.

*Fees are applicable. Fingerprinting will be at the Bidder's cost.

In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

7.3.2.2 The Company Security Officer (CSO) must ensure through the Contract Security Program that the Contractor and proposed individuals hold a valid security clearance at the required level.

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2020 inclusive.

7.4.2 Termination on Thirty Days Notice

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

7.4.3 Comprehensive Land Claims Agreements (CLCAs)

The Contract does not include deliveries of services within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs).

Any requirements for deliveries of services within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to CLCAs will have to form part of a separate contract.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Tanya Lavergne

Title: Contracting Advisor

Canada Border Services Agency

Address: 355 North River Road, Ottawa, ON K1A 0L8

Telephone: 343-291-5693

E-mail address: Tanya.lavergne@cbsa.asfc.gc.ca



The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Bradley Belanger

Title: Executive Director Strategic Finance and Costing

Organization: Canada Border Services Agency

Address: 191 Laurier avenue West, Ottawa, Ontario K1A 0L8

Telephone: 613-948-8606

E-mail address: bradley.belanger@cbas-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.5.3 Contractor's Representative

Name:

Title: Partner

Organization: Deloitte Inc.

Address: 100 Queen Street, Suite 1600, Ottawa, Ontario K1P 5T8

Telephone:

E-mail address: [@deloitte.ca](mailto: @deloitte.ca)

7.6 Payment

7.6.1 Basis of Payment

7.6.1.1 Firm Lot Price TA (professional fees) and Limitation of Expenditures (authorized travel and living expenses)

A. Professional Fees

In consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price specified in the authorized TA, determined in accordance with the basis of payment in Annex B. Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work specified in the authorized TA, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work specified in the authorized TA.

B. Authorized travel and living expenses

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.



7.6.1.2 Authorized TA

TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.2 Canada's Total Liability

Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$1,769,911.50. Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
 - 1. when it is 75 percent committed, or
 - 2. four (4) months before the Contract expiry date, or
 - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure 7.6.1.2, TA subject to a Limitation of Expenditure, whichever comes first.



- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.3 Method of Payment

One, several or all of the following methods of payment will form part of the authorized TA.

For the Work specified in an authorized firm lot price TA:

7.6.3.1 Milestone Payments – Not subject to holdback

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment using PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives;
- c. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

7.6.3.2 Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

This payment method applies only on task authorizations that a for time and/or materials, not when milestones have been identified.

7.6.4 Electronic Payment of Invoices - Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International).

7.6.5 Time Verification

C0711C (2008-05-12) , Time Verification



7.7 Invoicing Instructions

7.7.1 Invoicing instructions

- a. The Contractor must submit invoices in accordance with the information required in the General Conditions.
- b. The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- c. By submitting invoices the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- d. The Contractor must send the invoice to vendors-fournisseurs@cbsa-asfc.gc.ca for payment. This email address is to be used only for submitting invoices and for payment status inquiries.

7.8 Certifications and Additional Information

7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2016-04-04), General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) Annex D, Task Authorizations template;



- (g) Annex E, Non-disclosure agreement;
- (h) Annex F, Task Authorization reporting template;
- (i) Supply Arrangement Number E60ZT-16TSPS/116/ZT (the "Supply Arrangement"); and
- (i) the Contractor's bid dated July 24, 2018.

7.11 Foreign Nationals

SACC Manual clause A2000C (2006-06-16), Foreign Nationals (Canadian Contractor)

7.12 Insurance – No Specific Requirement

SACC Manual clause G1005C (2016-01-28), Insurance

7.13 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.



ANNEX A, STATEMENT OF WORK

TITLE

Financial Services

1.0 OBJECTIVE

The overall objective is to put in place practices and tools to improve upon financial management processes, and support sound financial decision-making. This includes making investments in the service delivery model, information and technology in order to make the Comptrollership Branch more efficient and a value added service to the other Canada Border Services Agency program areas.

2.0 BACKGROUND

Canada Border Services Agency strives for excellence in its financial management function. Comptrollership, specifically the Resource Management and Agency Comptroller Directorates, are looking for innovative ways to address new challenges and identify cost effective ways to improve financial management across the Agency following recommendations from an independent review.

3.0 SCOPE OF SERVICES

The Contractor must support various initiatives spanning six focus areas identified in the Statement of Work.

The Specific tasks, activities, deliverables, and time lines or milestones will be determined by the Project Authority at the time of each Task Authorization (TA).

The scope of work for the Contractor will fall in one or more of the following categories:

1. **Finance Analytics** – Support to the CBSA's initiatives to improve upon financial performance management and decision-making through improved data integrity and advanced data analysis techniques and tools.

Activities may include:

- Defining and developing options and solutions
- Specifying and documenting finance analytics requirements with program areas
- Identifying data gaps and recommending gap closure approaches
- Developing finance analytics mock-ups
- Implementing analytics solutions: detailed design, development, testing and rolling out of finance analytics solutions within an SAP technical environment

2. **Costing** – Support to the CBSA's initiatives to improve upon the methods and tools that support the accurate, detailed costing of the delivery of programs, services, and initiatives.

Activities may include:

- Reviewing costing methodologies



- Supporting the review of existing costing and cost estimating methodologies used to calculate full cost of providing departmental programs and services
 - Assessing methodologies relative to costing and cost estimating best practices
 - Providing recommendations on how to improve upon methodologies and practices
 - Assessing applications that can be used to simulate cost estimating scenarios
 - Building and running complex models to estimate full-life cycle costs of programs / services
 - Supporting the development of complex, multi-dimensional models used to calculate the estimated life cycle cost of delivering programs / services based on scenarios
 - Providing costing support to Treasury Board submissions
3. **Investment Planning** – Support to the CBSA's initiatives to develop multi-year investment plans in accordance with Treasury Board guidelines.
- Activities may include:
- supporting the creation and compilation of departmental five-year investment plans
4. **Process Efficiency and Effectiveness** – Input and analysis in support of the identification of leading practices and enabling technology to optimize management functions.
- Activities may include:
- Assessing the efficiency and effectiveness of transactional processes investigating processes, procedures and technology with corresponding recommendations for improving productivity, achieving operational efficiencies, and improving service delivery through implementation of public sector best practices
 - Developing a methodology, tools and plan to undertake efficiency reviews within CBSA over a 5 year period
 - Implementing leading practices and enabling technology, such as robotic and cognitive process automation tools, to optimize Finance and corporate processes
5. **Planning, Budgeting, Forecasting** – Support to the CBSA's initiatives related to improving the processes, procedures and tools that support effective oversight of the organization's financial plan, budget and related allocation of resources. The work may include conducting budget and efficiency reviews of various parts of CBSA's organization.
- Activities may include:
- Supporting the improvement of financial planning, budgeting and forecasting processes
 - Investigating the effectiveness of processes, practices and underlying technologies for annual planning, budgeting and forecasting, and recommending improvements based on leading practice, with emphasis on technology enablement through SAP (could also involve documenting end-state processes, and developing guides to facilitate the process change)
 - Implementing solutions to support planning, budgeting and forecasting processes - detailed design, development, testing and rolling out of planning, budgeting and forecasting solutions built using SAP products



6. **Organization and Talent:** The Contractor's resources may support the assessment of competencies of Finance talent to identify areas of change to create a modern and even more effective Finance function.

Activities may include:

- Conducting assessments of organizational structures and governance structures and recommending improvement opportunities
- Conducting assessments of Finance competencies and capabilities and recommending improvement opportunities (may include providing advice and training on Finance, general management, and business partnering skills)

4.0 SERVICE REQUIRED

As indicated under Section 4 "Scope of Services", the Contractor will be asked to provide the services of various subject matter experts at various levels by way of Task Authorizations (TA) from the office of the Project Authority.

The Project Authority will establish specific tasks, activities, deliverables, and time lines or milestones for each Task Authorization (TA).

5.0 PRIMARY LOCATION OF WORK AND TRAVEL

The work will be in the National Capital Region (NCR).

6.0 CLIENT SUPPORT

CBSA undertakes to provide all documentation pertinent to the undertaking and offer on-site work areas as needed and defined in the TA.

7.0 SECURITY CONDITIONS

Security requirements will be determined for each Task Authorization and may require SECRET clearance. The Contractor personnel requiring access to PROTECTED/CLASSIFIED RESTRICTED information, assets or sensitive work sites must EACH hold a valid Facility Security Clearance at the level of SECRET, with approved Document Safeguarding at the level of SECRET, granted or approved by the Canadian Industrial Security Directorate, Public Services and Procurement Canada.

8.0 OFFICIAL LANGUAGES

All deliverables will be completed in English. However, the Contractor must be able to provide resources capable of conducting meetings, working sessions and interviews in both official languages at the time of Task Authorization.



APENDIX 2 TO ANNEX A Statement of Work

Business Consulting / Change Management Stream Flexible Grid		
<u>Levels of Expertise</u> <u>Senior:</u> Minimum 95 pts <u>Intermediate:</u> Minimum 70 pts <u>Junior:</u> Minimum 50 pts		
Education	Résumé	Points
University (PhD, Graduate, Undergraduate, degree): 35 pts		
College or CEGEP Diploma/Certificate: 25 pts		
Certification		Points
Relevant Professional Certification: 15 pts		
Experience		Points
≥1 yr and <2 yrs: 12-23 months — 10 pts		
≥2 yrs and <4 yrs: 24-47 months — 20 pts		
≥4 yrs and <6 yrs: 48-71 months — 25 pts		
≥6 yrs and <8 yrs: 72-95 months — 35 pts		
≥8 yrs and <10 yrs: 96-119 months — 50 pts		
≥10 yrs: 120 + months — 60 pts		



ANNEX B, BASIS OF PAYMENT

A- Contract Period (From contract award to March 31 2020)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

Category	All Inclusive Fixed Daily Rate
Business Consultant, Junior	
Business Consultant, Intermediate	
Business Consultant, Senior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked

Total Estimated Cost of Professional Fees: \$ 1,769,911.50

2.0 Total Estimated Cost- Contract Period: \$ 1,769,911.50

With the exception of the all inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Project Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.2 of the Contract.



ANNEX C, SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL #19



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat 100-34558-3
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail INFORMATION REQUIREMENT - INFORMATIONNEL		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>	Restricted to / Limité à <input type="checkbox"/>	Restricted to / Limité à <input type="checkbox"/>
Specify country(ies) / Préciser le(s) pays	Specify country(ies) / Préciser le(s) pays	Specify country(ies) / Préciser le(s) pays
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103 (2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada



COMMON-PS-SRCL#10



Government
of Canada

Gouvernement
du Canada

Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non Oui

If Yes, indicate the level of sensitivity.

Dans l'affirmative, indiquer le niveau de sensibilité.

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

☒ RELIABILITY STATUS
COTE DE FIABILITE

☒ CONFIDENTIAL
CONFIDENTIEL

☒ SECRET
SECRET

☐ TOP SECRET
TRÈS SECRET

☐ TOP SECRET - SIGINT
TRÈS SECRET - SIGINT

☐ NATO CONFIDENTIAL
NATO CONFIDENTIEL

☐ NATO SECRET
NATO SECRET

☐ COSMIC TOP SECRET
COSMIC TRÈS SECRET

☐ SITE ACCESS
ACCÈS AUX EMPLACEMENTS

Special comments

Commentaires spéciaux

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes
Non Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes
Non Oui

TBS/SCT 350-103/2504/12/

Security Classification / Classification de sécurité

UNCLASSIFIED

Canada



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Contract No. 5500000991

COMMON-PS-SRCL#19



Government
of Canada

Gouvernement
du Canada

Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
UNCLASSIFIED

PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non

☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non

☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Contract No. 5500000991

COMMON-PS-SRCL#19



Government
of Canada

Gouvernement
du Canada

Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres majuscules)	Title - Titre	Signature
<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres majuscules)	Title - Titre	Signature
<i>Dan Montgomery</i>	<i>SECURITY SPECIALIST</i>	<i>[Signature]</i>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
<i>343-291-6467</i>	<i>[Signature]</i>	<i>[Signature]</i>

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☐ No / ☐ Yes
☐ Non / ☐ Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres majuscules)	Title - Titre	Signature
<i>Julia Laverge</i>	<i>Contracting Advisor</i>	<i>[Signature]</i>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
<i>343-291-5693</i>	<i>[Signature]</i>	<i>[Signature]</i>

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres majuscules)	Title - Titre	Signature
<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>

Jacques Saumur
Contract Security Officer
Contracts Security Division / Division des contrats sécurité /
Contract Security Program / Programme de sécurité des contrats /
Public Services and Procurement Canada / Services publics et Approvisionnement Canada
Jacques.Saumur@psgc-pwgs.gc.ca
Telephone / Téléphone 613 948 1732
Facsimile / Télécopieur 613 948 1712

TRISCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada



ANNEX D, TASK AUTHORIZATION FORM

Contract Number			
Task Authorization (TA) Number		Instructions to the TA Authority: Enter the number	
Contractor's Name and Address			
Instructions to the TA Authority: Enter the name and address here.			
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$ _____	
TA Revisions Previously Authorized			
TA Revision Number: _____		Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
New TA Revision			
TA Revision Number: _____		Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:		\$ _____	
Contract Security Requirements (as applicable)			
This task includes security requirements. <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.			
Remarks: N/A			
Required Work			
SECTION A – Task Description of the Work Required			
As per Statement of Work included in the contract			
SECTION B – Applicable Basis of Payment			
SECTION C - Cost Breakdown of Task			
SECTION D- Applicable Method of Payment			



Authorization - Authorization

By signing this TA, the Project Authority or the Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet _____

Signature _____

Date _____

Name of Contracting Authority -
Nom de l'autorité contractante _____

Signature _____

Date _____

Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature _____

Date _____



Annex E, Non-Disclosure Agreement

I, _____, recognize that in the course of my work as an employee or subcontractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. _____ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.:

Signature

Date



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Contract No. / N° de contrat : 5500000991

Purchasing Office — Bureau des Achats :

Canada Border Services Agency
Agence des services frontaliers du Canada
355 North River Road - 355 ch. River nord
17th Floor - 17^{ème} étage
Ottawa ON K1A 0L8

Title / Sujet :

Financial Services

**Contract No. /
No du contrat:**

5500000991

**Amendment No. /
No de la modification**

3

Date:

January 22, 2020

Contract Amendment - Modification au Contrat

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the contract remain the same.

Ce document est par la présente révisé sauf indication contraire, les modalités du contrat demeurent les mêmes.

F.O.B - F.A.B.:

Destination of Goods, Services, And Construction —
Destination des biens, services et construction
See herein — voir aux présentes

Invoices to be sent to / Factures Envoyer à :

Canada Border Service Agency
Agence des services frontaliers du Canada
vendors-fournisseurs@cbsa-asfc.gc.ca

The Vendor/Firm hereby accepts/acknowledges this contract amendment.

Le fournisseur/entrepreneur accepte/accuse réception du présent contrat.

Signature

Date

Name, title of person authorized to sign (type or print) —
Nom et titre du signataire autorisé (caractère d'impression)

Name: _____

Title: _____

Contracting Authority / Autorité contractante :

Digdem Altinyurt

Telephone No. / No de telephone :

343-551-6929

**Fax No./No de
télécopieur :**

N/A

E-Mail Address / Courriel :

Bruno.pedrozadaher@cbsa-asfc.gc.ca

**Previous Total Cost (HST incl.) /
Coût total antérieur (tax incl.)**

\$3,000.000.00

**Amendment Value (HST incl.) /
Valeur de la modification (tax incl.)**

\$0.00

**Revised Value (HST incl.) /
Valeur révisée (tax incl.)**

\$3,000.000.00

**Currency Type /
Genre de devise :**

CAD

Vendor / Firm Name and Address

Raison sociale et adresse du fournisseur/de l'entrepreneur :

Deloitte Inc.
100 Queen Street, Suite 1600
Ottawa, ON
K1P 5T8

PBN: 864499652

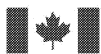
Signed for the President by — Signé pour le Président par :

Signature

Date

Name and Position Title — Nom et Titre du poste

Erin Lapensée
A/Director, Strategic Procurement Division
Canada Border Services Agency



This amendment # 3 has been raised to:

- Amend the Term of Contract
- Amend the Basis of Payment
- Amend Annex B, Basis of Payment

At 7.4 Term of Contract , 7.4.1 Period of the Contract

Delete sub-clause 7.4.1 in its entirety and replace with:

7.4.1 Term of Contract

The period of the Contract is from date of Contract to March 31, 2021 inclusive.

At 7.6.1 Basis of Payment

Delete sub-clause 7.6.1.1 in its entirety and replace with:

7.6.1.1 Firm Price - Professional Fees

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price. Customs duties are excluded and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

At Annex B, Basis of Payment

Add the additional basis of payment (firm price):

ANNEX B, BASIS OF PAYMENT

A - Contract Period (From contract award to March 31, 2021)

During the period of the contract, for Work to be performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Firm Price - Professional Fees

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price. Customs duties are excluded and Applicable Taxes are extra.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Contract No. / N° de contrat : 5500000991

All other terms and conditions remain unchanged.



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Contract# 202003026

REQ#1000351767

Purchasing Office — Bureau des Achats :

Canada Border Services Agency
Agence des services frontaliers du Canada
355 North River Road - 355 ch. River nord
17th Floor - 17^{ème} étage
Ottawa ON K1A 0L8

Title — Sujet :

Directed ProService Contract: Senior Procurement
Specialist

Contract No. — N° du contrat :

1000351767 - 2020003026

Contract — Contrat

Your proposal is accepted to sell to Her Majesty the Queen, in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods and/or services, or construction listed herein and on any attached sheets at the price or prices set out thereof.

Nous acceptons votre proposition de vendre à sa Majesté la Reine du Chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, et/ou les services ou la construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(s) prix indiqué(s).

D.D.P. — D.D.P. :

Destination of Goods, Services, And Construction —
Destination des biens, services et construction

See herein — voir aux présentes

Invoices to be sent to — Factures envoyer à :

Canada Border Service Agency
Agence des services frontaliers du Canada
vendors-fournisseurs@cbsa-asfc.gc.ca

The Vendor / Firm hereby accepts/acknowledges this contract — Le fournisseur / entrepreneur accepte/accuse réception du présent contrat :

Signature _____ Date 30 March 2020

Partner

Name, title of person authorized to sign (type or print) —
Nom et titre du signataire autorisé (caractère d'impression)

Contracting Authority — Autorité contractante :

Roxanne Montpetit

Telephone No. — No de téléphone: _____ Fax No. — No de télécopieur : _____

343-551-6931

E-Mail Address — Courriel:

Roxanne.Montpetit@cbsa-asfc.gc.ca

Total Estimated Cost
(HST incl.) / Coût total
estimatif (TVH incl.) :

\$38,420.00

Currency Type -
Genre de devise :

CAD

Vendor / Firm Name and Address

Raison sociale et adresse du fournisseur / de l'entrepreneur :

Strategic Relationship Solutions Inc.
275 Slater Street, Suite 901
Ottawa, Ontario
M5G 1Z3

Signed for the President by — Signé pour le Président
par :

LAPENSEE ERIN

Digitally signed by LAPENSEE ERIN
Date: 2020.03.30 12:03:38 -04'00'

Signature

Date

Name and Position Title — Nom et Titre du poste

Erin Lapensee
A/Director / Directeur Interim
Strategic Procurement Division (SPD) / Division de
l'approvisionnement stratégiques (DAS)